

Sales Management

THE MAGAZINE OF SALES MANAGEMENT

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BUY GLOTZ'S GIMMICKS



*The biggest one-time shot
in the world, eh, Judson?*

Judson: Why, yes, sir . . . and you can see it
for miles!

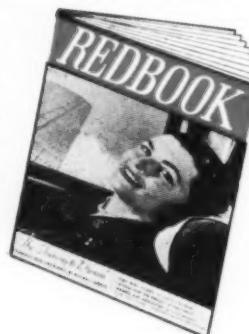


Chairman: I don't care if you can see it half
way 'round the world . . . it happens only once!
That kills it as far as I'm concerned.

No one-time shot ever built up the steady demand
that makes a business grow.

Judson: But our budget . . .

Chairman: That's just the point! The only advertising
we can afford is the kind that works for us month in
and month out. We can't sacrifice continuity in order to buy
big circulation. Pick out an audience that we can afford . . . make
sure that they are potential customers for us . . . then let 'em
have it continuously!



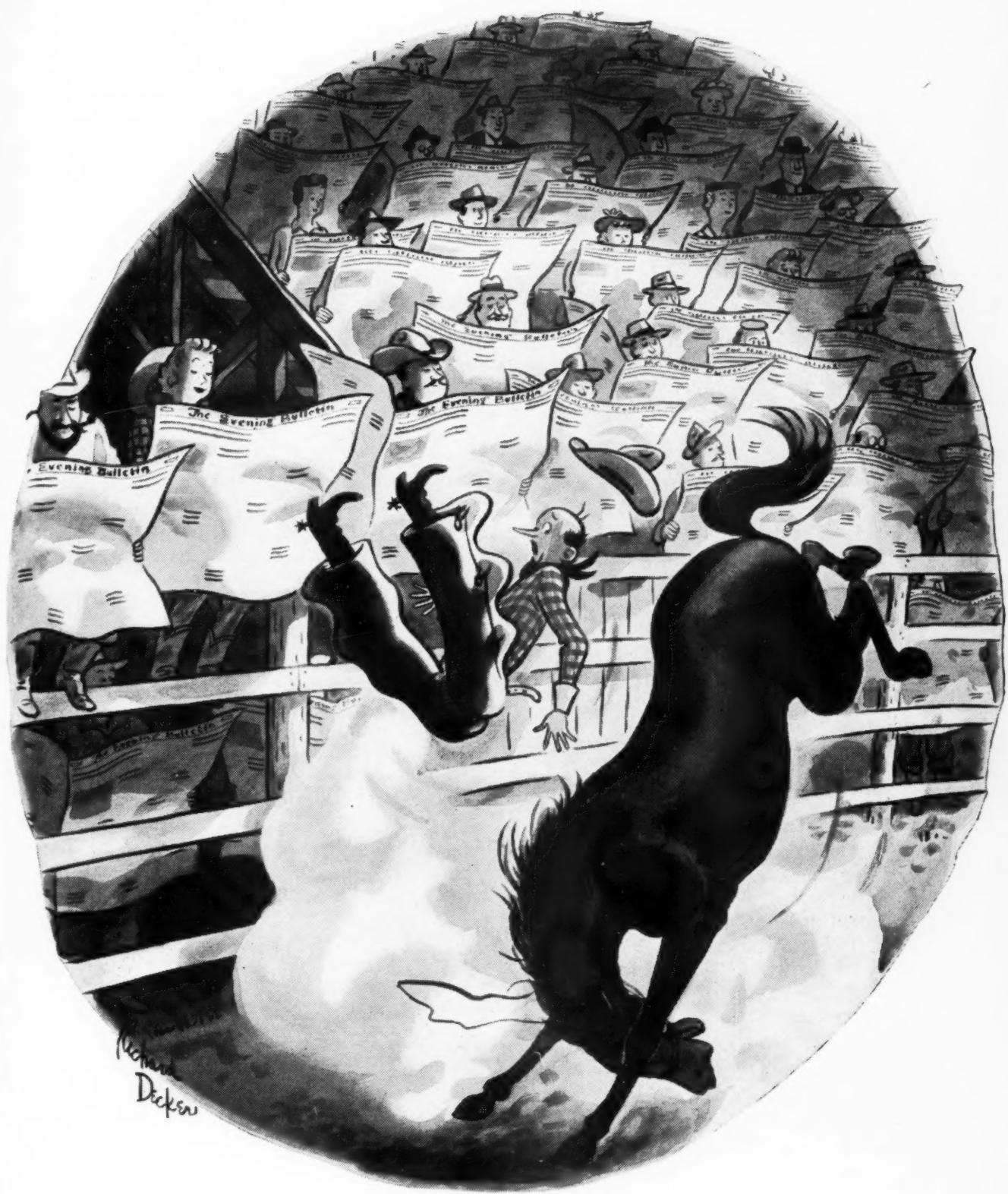
Judson: What did you have in mind?

Chairman: Where were you when the REDBOOK
man was around? Haven't you heard about nearly two
million REDBOOK families? Most of them are young
. . . they're still making up their minds as to the brands
they like . . . let's make them like our product. They've
got SIX BILLION DOLLARS to spend, and we can
tell them our story in full pages every month in the
year for \$52,800. Our budget will like that.

Let's get out of this sand pile and go home and send
an order to REDBOOK. It'll be the making of us!

REDBOOK

444 Madison Avenue, New York 22, N. Y.



In Philadelphia—nearly everybody reads The Bulletin

Evening and Sunday

Sales Management

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The challenge of CHANGE!

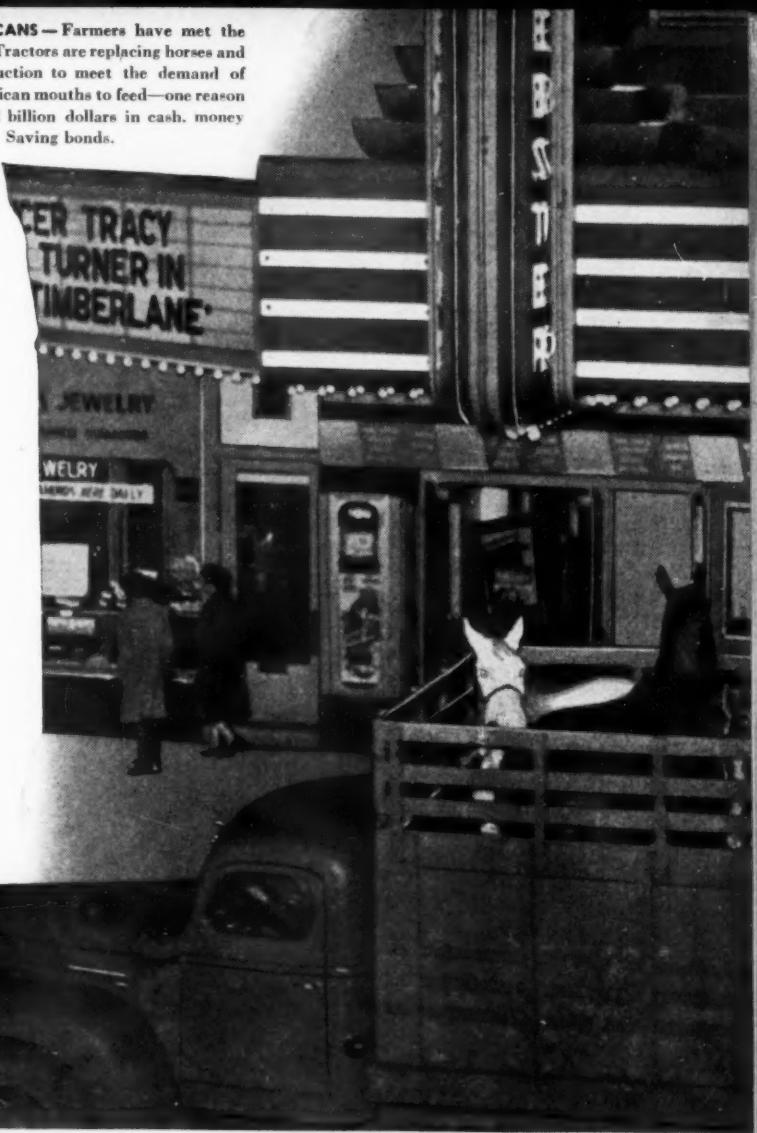
To find the most new customer faces, you'll want to look beyond the old familiar places. Over half the population of America today is in the throes of the greatest economic change of the 20th century—a change for the better, affecting every business in America.

Over half the families in America live in places of less than 25,000 population—Main Street towns—and on the surrounding farms. On the crest of seven years of record-breaking farm prosperity, new products, new merchandising methods and a new standard of living are riding in to the 80 million people who live or shop on Main Street.

Are you sure you are distributing your selling messages among farm and Main Street families *in proportion to their number and buying power*? Join the hundreds of leading advertisers who are *making sure* through the pages of **FARM JOURNAL** and **PATHFINDER**.

FARM JOURNAL, INC., Graham Patterson, President

VANISHING AMERICANS—Farmers have met the challenge of change. Tractors are replacing horses and mules, raising production to meet the demand of 14 million more American mouths to feed—one reason why farmers have 22 billion dollars in cash, money in the bank and U.S. Savings bonds.



BUSINESS is Main Street's biggest business. America's biggest advertisers are meeting challenge with new methods, merchandising aids and advertising as never before, our better dealers are doing business on Main Street. What are you doing for them?



MAIN STREET, AMERICA meets the challenge. More of the people who shop there own their homes, their business (farm, factory or store). They can be your staunchest friends and your best customers—if you will seek their favor.



Pathfinder

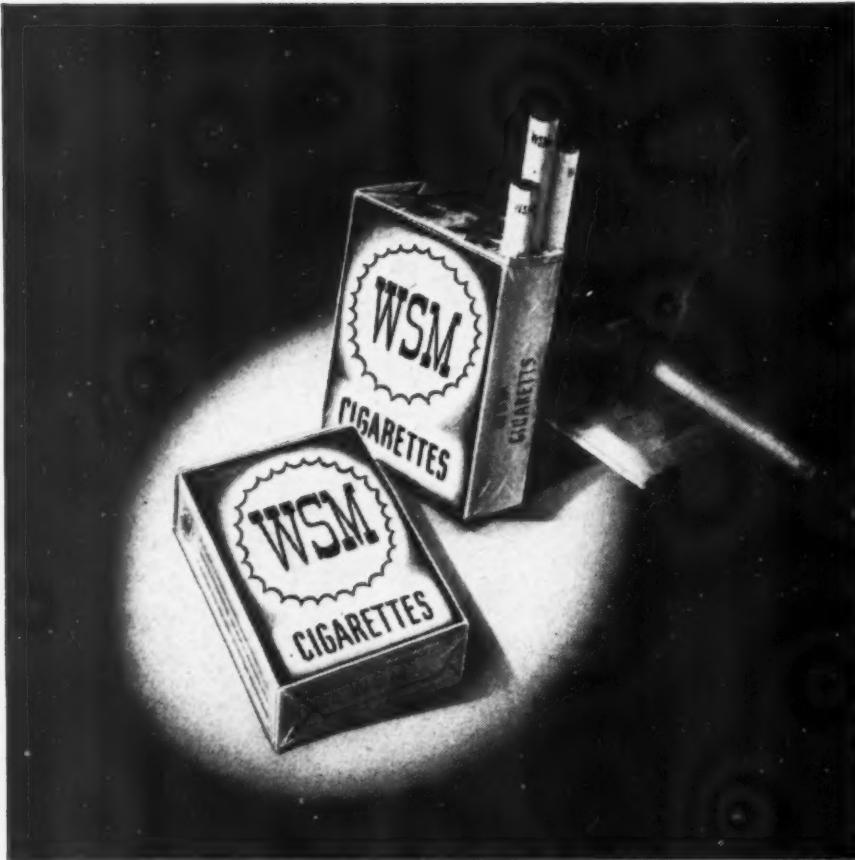
America's 2nd Largest News Magazine.
1st on Main Street with 1,050,000 families



Farm Journal

BIGGEST in the Country—with
2,700,000 subscriber-families

3,750,000 Families Who Buy on Main Street



What's this... WSM Cigarettes?

When one of our 7½ million listeners asks for cigarettes, he is guided by an invisible label on the pack. The odds are he will ask for a WSM advertised brand...because through years of consistent listening he has built up a respect for the commercial messages on this station. To him, the name on the product is closely associated with this invisible label — WSM's stamp of approval which our listeners use as their buying guide.

-WSM-
NASHVILLE



HARRY STONE, Gen. Mgr. • IRVING WAUGH, Com. Mgr. • EDWARD PETRY & CO., National Rep.
50,000 WATTS • CLEAR CHANNEL • 650 KILOCYCLES • NBC AFFILIATE

4



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Published by Sales Management, Inc. Editorial and executive offices, 386 Fourth Avenue, New York 16, N. Y.; Telephone Lexington 2-7176. Branch Advertising Offices: Chicago 1, 333 North Michigan Avenue; Telephone State 1266. C. E. Lovejoy, Jr. Vice-President; W. J. Carmichael, Western Advertising Manager, and—Santa Barbara, California, 15 East de la Guerra, Warwick S. Carpenter, Manager; Publication office, 30 North Crystal Street, East Stroudsburg, Pa. Subscription price \$6.00 a year, Canada, \$7.00; Foreign, \$9.00. Member Audit Bureau of Circulations, Associated Business Papers.

SALES MANAGEMENT, with which is incorporated PROGRESS, publish semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth; copyright August 1, 1948, by Sales Management Inc., 34 North Crystal St., East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Subscription price \$6.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the Act of March 3, 1879. Address mail to New York office.

August 1, 1948 Volume 61 No. 1



SALES MANAGEMENT

AUG



Menu for Milady (Washington, D. C.)

With food prices up at least 75% since December, 1941, the lady of the house *must* plan budget-wise meals. In Washington she employs her own "kitchen variety" of market research to effect saving—she consults The Star.

The Star's evening and Sunday 1947 total for national and retail grocery advertising was 2,443,021 lines—more than half a million more than the next highest local paper. Advertisers who build their Washington campaigns around The Star capitalize on a good Washington habit.

The Washington Star

Evening and Sunday Morning Editions

Represented nationally by

DAN A. CARROLL, 110 E. 42nd St., NYC 17

THE JOHN E. LUTZ CO., Tribune Tower, Chicago 11

WASHINGTON FARMER



IDAHO FARMER



OREGON FARMER



FOR MOST EFFECTIVE COVERAGE USE THE

SALES MANAGEMENT

WINNING ... COMBINATION

FOR MORE SALES IN THE GREAT PACIFIC NORTHWEST FARM MARKET

FOUR YEARS IN A ROW WITH ANNUAL FARM INCOME OVER A BILLION DOLLARS

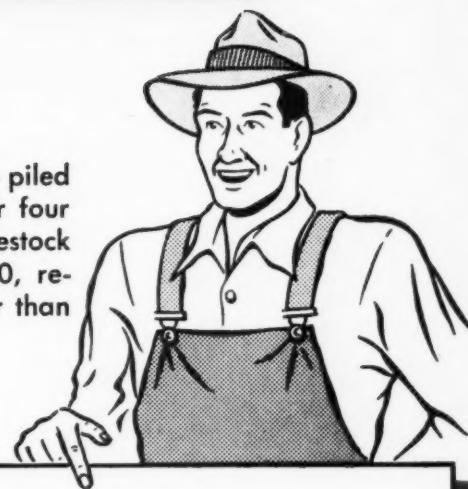
The prosperous farmers of Washington, Idaho and Oregon have piled up an annual gross farm income in excess of a billion dollars for four years in a row. In 1947 the cash income from crops, livestock, livestock products and government payments amounted to \$1,361,573,000, resulting in an average income per farm of \$7,379, or 41.8% higher than the U. S. farm average.

These modern, progressive farm folk have cash in their jeans to spend for farm equipment, home appliances and merchandise in general. They are in the market—actively—for a wealth of goods.

Your winning combination to more sales in this favored farm market is the Pacific Northwest Farm Trio. The Washington Farmer, The Idaho Farmer and The Oregon Farmer are local, home-state farm magazines. They are looked for, read intensely, and believed in by the farm residents of Washington, Idaho and Oregon's 184,510 farms.

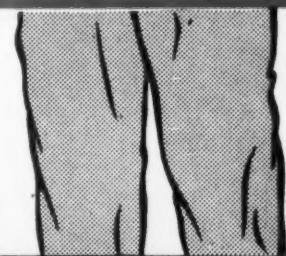
Consider this great farm market—consider the dominant coverage of The Farm Trio, and you will consider the Pacific Northwest a must on your farm advertising schedule.

READERSHIP STUDY—Available now is Study Number Two in The Continuing Study of Farm Publications, conducted by the Advertising Research Foundation, Inc., dealing with The Washington Farmer for January 16, 1947. This searching study of farm magazine readership reveals farmer reading habits for advertisements, large and small, as well as readership of editorial content. A help to preparing advertising that sells. Send for your copy.



1948 CONSUMER SURVEY REVEALS FARM BUYING HABITS

Send for your copy of "What's Being Bought In 1948 For the Farms and Farm Households of Washington, Idaho and Oregon." The 25th edition of this oldest consecutive consumer survey in America is now available. Here is a valuable guide to the potential demand for scores of commodities among Pacific Northwest farm households.



PACIFIC NORTHWEST FARM TRIO

THE WASHINGTON FARMER THE IDAHO FARMER THE OREGON FARMER

COMBINED NET PAID CIRCULATION OVER 170,000 EACH ISSUE

GENERAL OFFICES: Spokane, Washington. STATE OFFICES: Seattle, Portland, Boise

ADVERTISING REPRESENTATIVES: Western Associated Farm Papers, Chicago, New York, San Francisco

The Human Side

MODEL PROJECT

In 1930 General Motors Corp. organized the Fisher Body Craftsman's Guild to encourage American youths in a study of the crafts. Whether the idea was purely unselfish, designed to interest teen-age boys in fine craftsmanship and to drill them in its practice by means of model-building or whether the company decided that here was a perfect opportunity to stimulate interest in its products is beside the point. What is important is that each year since the inauguration of the Guild more and more boys from every state have entered the competition and some few of them have gotten the impetus from it to enter industrial designing and engineering as a career. To date General Motors has spent better than \$270,000 for university training of the 72 national award winners in the Guild's competitions. And better than \$300,000 additional has been given as cash awards and for educational trips for hundreds of Guild members.

You are, of course, familiar with the Napoleonic coach which is the hallmark on all Fisher Bodies. The Guild first offered its awards for the best replica of this coach made by a boy of 12-20. Each year, from 1930 to 1937, boys all over the United States worked on model Napoleonic coaches. In 1937 a model car design competition was added to the coach competition. The idea took hold so fast that the coach was eventually discarded and the boys were given free rein to build their ideas of what the perfect automobile body should be.

This year the Guild is showing these model cars, built by kids, at Macy's, New York City. There are better than 500 of the cars, and they run the gamut from conventional jobs which look like the current models to streamline, rear-engine numbers reminiscent of the work of Norman Bel Geddes. The Papas of the Nation's youth may not be over-enthusiastic about a rear engine



PAPA, TAKE NOTE: Junior wants to design your new car! These three small fry are drooling over entries in Craftsman's Guild.

motor, but Sonny definitely is. One out of three of this year's contestants built his model to show rear engine.

The boys are also in favor of the ultimate in streamlining, larger glass area (Plastic tops are the thing!), with fenders an integral part of the body. (Like in the new Ford, General Motors?) The winners of this year's competition will get a heavy haul. There are \$65,000 in awards and scholarships.

And what about these models, we wanted to know? Does General Motors take a cue from these lads when it comes to design? No comment. But General Motors freely admits that its engineers and designers are as keen about the exhibit and spend as much time examining the little models as do proud Papas. It is fairly safe to say that the General Motors bigwigs go away with an idea or two tucked in their bowlers.

One thing which pleased us—and we hope GM took solemn note: Most of the contestants have eliminated the Jello from their models. Heavy chrome work is conspicuous by its absence. Bumpers are less massive, placed so as to increase effectiveness. And most of the boys stuck to conventional colors and let their imaginations run wild on design.

The judges for the awards read like a "Who's Who in automobile circles. In addition to several GM executives there are a handful of vocation teachers on the panel. The models will be judged on the basis of workmanship, fidelity to scale, expertness of design, practicability, finish.

Former scholarship winners are today among the top men of their fields. Robert Henderson, a 1933 winner, is now head of the Engineer Group for the Atomic Bomb Project at Los Alamos. Donald Burnham, 1931 winner, is now manufacturing manager for GM's Oldsmobile Division.

As one father said: "This is one contest where Johnny wins if he loses." He meant, of course, that the Guild had taught Johnny to use his time constructively.

A MAGAZINE IS BORN

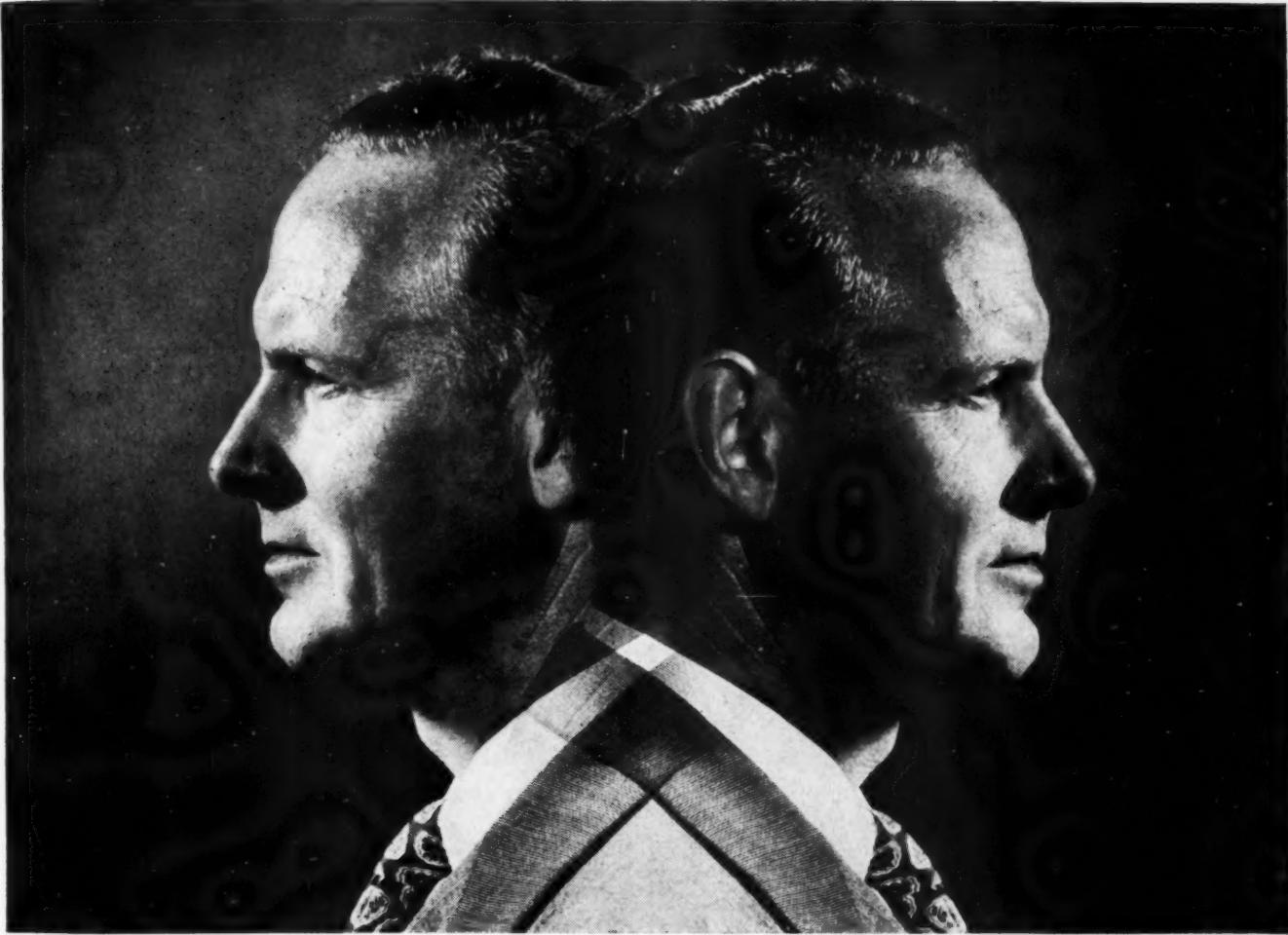
Asked point-blank, you'd probably say there's no room on the American scene for another new magazine. But there is a new magazine on the horizon, and it looks like a comer. It's *Column*, and its publishers, the brothers Hess (John D. and Carl), call it "The American scene from politics to fashion, by the people who know it best." *Column* will bring out Vol. 1, No. 1 in late Fall or early Winter. However, the 40-45,000 preview issues which the Hesses recently sent to molders of opinion—all sorts of opinions—and a sampling of men-on-the-street, has garnered an overwhelming enthusiasm. Such diverse personalities as Mrs. William Rhinelander Stewart (society), Gene Autry (roping and tieing), and Elmo Roper (pulse-feeling), have gone on record as admirers.



To
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AU



"To see where we are GOING is the only reason to look back . . ."



Like Janus, modern leaders look back as well as forward . . . they plan future actions guided in part by the lessons of the past . . .

To determine future policies with the minimum of risk, these leaders in business (as in politics, education, and many other fields) are adopting new *methods* to assemble and interpret **FACTS** to guide their judgment. These methods are not revolutionary; the professional statistician has long known them. It is the rapid spread of their practical *use* which is significant.

Experience and judgment now more and more are being buttressed by statistical perspective, projectable into the future.

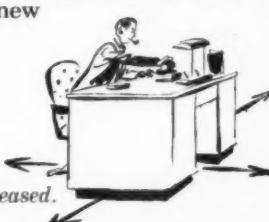
Whether we look at political polls, or population statistics . . . at brand preference studies, or readership analyses, or public opinion measurements . . . it is the factor of *continuity*, the focusing of facts into **TRENDS** which is the most important new direction in research!

"Where should the research man sit?"

"To whom should he report?"

"Through what channels can he get action?"

These are some of the provocative questions answered in a new JWT memorandum just released.



From the days of the first house-to-house interviews, the J. Walter Thompson Company has insisted on facts as a basis for the imaginative presentation of selling ideas.

Today the process is both broadened and deepened: Top minds in statistics analyze marketing facts. Resident JWT interviewers in 132 cities make double-quick field checks on trade or product facts. Independent research organizations are engaged to make periodic surveys. And the unique JWT Consumer Panel gives clients a continuing picture of buying trends in 5000 individually chosen homes.

The quotations here are from a new memorandum, "Getting the Most Out of Marketing Research," by Dr. Vergil Reed, Associate Director of Research, the J. Walter Thompson Company. Write for your copy to 420 Lexington Avenue, New York 17, N. Y. Twenty-two other fully-staffed offices in strategic cities around-the-world.



Nothing upsets John D. Hess more than having people say, "Oh, another *digest*." *Column*, he swears, is nothing of the sort. The magazine will have, for instance, several feature stories in the front, lots of column-type features in the back. The preview issue, with columns by everyone from Westbrook Pegler to Sylvia Porter, which was not sold but used as a gauge for public opinion on the need and desire for such a publication, carried a story, "Split in the Democratic Party." It illustrates the general over-all plan which will carry through on all *Column* stories. First there is a sort of editorial comment, a sight-setter, running five pages. Then comes the columnists' turn. Both sides of the story are told via the individual columnists. Since each comment, or column is, of course, a reprint, some people think the magazine might be stale. Not a bit of it, says Mr. Hess. There are some 15,000 columnists in metropolitan dailies, country weeklies, the labor and religious press, business papers, specialized journals and the foreign press. You, or nearly anyone else, would have a tough reading schedule to keep up with one percent of this stupendous output. But *Column* can and will. Hess feels that the magazine will catch the spirit of our times as can no other publication. His job as editor, and the job of his editorial staff, will be to *blend* the combined voices of these writers, who speak for every taste and interest, into a rich and authentic American chorus.

Although neither of the Hesses has had actual editorial experience on a national publication, each is solidly grounded in his particular field. Both are Dartmouth graduates but each has had a career far removed from the other. John, the younger, did post-graduate work at Yale, went back to his native Chicago and worked for Mutual Broadcasting Co., as a writer and producer of such well-known programs as *The University of Chicago Round Table*. Carl, who is publisher and controls the business end of the magazine, went into a renowned metal manufacturing company in the shops and worked his way to a vice-presidency before he resigned to join his brother in plans for *Column*.

Plans for the magazine have been well-worked out over a two-year period. The firm of Cornelius Du Bois & Co., a research firm, has worked along with the brothers Hess on such points as the public interest in a magazine like *Column*, its potential audience, the general plans for its conception and aims. Only after the Hesses were convinced by the response to questionnaires, etc., that there is a place for their dream, did they go ahead.

John Hess feels that *Column* will be a sophisticated magazine with mass appeal. As he visualizes it, *Column* will be unique in this and in other of its aspects. He will not print a columnar digest; on this he is adamant. Such a magazine, he says, would be dull and contribute nothing. He is for a swing-back to personal journalism on a mammoth scale. By highly creative editing, he believes he will be able to integrate the great mass of material now reaching a limited audience, to provide a real cross section of the life and times of America. *Column* will blend the commentaries to produce one article from a variety of columns. The magazine will look like a magazine—like a fine magazine, he says. Good paper, excellent art-work to match the quality of the editorial matter.

Column has bought the rights to syndicated columns but will pay for individual pieces from newspapers and other sources, thereby assuring it of coverage. It will also carry advertising.



Hoosier Housewives Read...and Respond to THE INDIANAPOLIS NEWS

WITH A HOME DELIVERED circulation of 90% *plus*, it's a cinch that *The Indianapolis News* is being read by the women of Indianapolis and the 33 surrounding counties.

What's more important to you is that *The News* gets immediate and profitable response for its advertisers. That's because it is the leading *evening* newspaper in a distinctly *evening* newspaper market. And that's why it carries more total advertising lineage than any daily in its area. Leading national advertisers profit by the reader influence of *The Indianapolis News*.



THE INDIANAPOLIS NEWS



FIRST IN DAILY ADVERTISING
FIRST IN READER RESPONSIVENESS
FIRST IN THE HEARTS OF HOOSIERDOM

THE GREAT HOOSIER DAILY ALONE DOES THE NEWSPAPER JOB

DAN A. CARROLL, 110 E. 42nd St., New York 17 • The JOHN E. LUTZ CO., 435 N. Michigan Ave., Chicago 11 • JOS. F. BREEZE, Bus. Mgr., Indianapolis

AUGUST 1, 1948

11



the Farmer takes a Wife

...all over!

Miami? Swell! Catalina? Why not? They may even take a whirl at Waikiki . . . *cost is no object with the Mid-American farmer!*

Not after years of fat checks for grain and eggs and milk and meat—for all the things in which Mid-America leads the world.

No, the big questions today are "What's the best?" and "Where do we get it?"

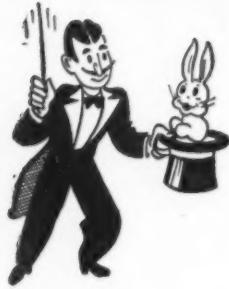
That's why the top Mid-America's farm families read Capper's Farmer. They know it will tell them "what's best"—in farming and living alike.

As for the other question, "Where do we get it?"—*that's where you come in.* Put your advertising in Capper's Farmer, where it will be seen by 1,300,000 leading farm families . . . and share in a reader confidence unique among farm publications.

the magazine farm people believe in



TOPEKA, KANSAS



Sure there's a *Trick* to it!

Turning subscriber-families into reader-families is an every week job for the eight Locally-Edited Gravure Magazines. And the secret of their success is really no "secret" at all—just a case of sound editorial policy. *Each magazine is tailor-edited for its own readers.*

Why? Because we believe that people are just naturally interested most in the persons, places and events that are closest to them. We simply give them what they want: pictures, stories and articles centering around the local scene.

Result? Leadership in readership...and a sound advertising buy.

LOCALLY-EDITED GRAVURE MAGAZINES

ATLANTA JOURNAL
COLUMBUS DISPATCH
HOUSTON CHRONICLE
INDIANAPOLIS STAR
LOUISVILLE COURIER-JOURNAL
THE NASHVILLE TENNESSEAN
NEW ORLEANS TIMES-PICAYUNE-STATES
SAN ANTONIO EXPRESS

*Eight weekly newspaper magazines
featuring the Local Touch
for biggest reader interest,
for greater advertising value.
Total circulation: over 1,660,000*

COMPARE

*No other magazine or group offers
even half of these features:*

1



... eight magazines, each locally edited for its own market

2

GRAVURE REPRODUCTION
... top quality reproduction in monotone, duotone and full color

3

UNIFORMITY
... same size, same format—all printed at one modern gravure plant

4

EDITORIAL BALANCE
... tested text-pictorial balance for thorough readership as well as high reader traffic

5

CONVENIENCE
... use all eight or any combination—1 order, 1 set of positives, 1 bill

6

MERCHANDISING
... full cooperation by the 8 newspapers of which these magazines are an integral part

7

SATURATION COVERAGE
... each of the 8 magazines is circulated by the market's first newspaper

8

LEADERSHIP IN READERSHIP
... proved in a recent comparison survey*

*Ask us to show you
Contact any of the following Representatives:
Branham Company, Jann & Kelly, John Budd Company, Kelly-Smith Company, O'Mara & Ormsbee, Sawyer-Ferguson-Walker Company.

NEWS REEL



TOBIAS STERN

Newly elected president of Jacques Kreisler Manufacturing Corp., he has been salesman, sales manager and executive vice-president of the company.



ARNOLD H. SMITH

Elected president of Monsanto (Canada), Ltd., with offices in Montreal, had been a vice-president and board member of the Canadian firm since January.



E. B. NEWILL

Appointed general manager of the Allison Division of General Motors Corp. in August, 1943, he has been elected a vice-president of the corporation.



CLIFFORD V. COONS

Joining the Rheem Manufacturing Co. in 1934 and, since 1945, general manager of sales, he has now been appointed vice-president in charge of sales.



JOHN J. MORAN

Formerly the sales manager of the Accessory Division, he has just been appointed the special television factory representative of the Philco Corp.



C. S. AUMACH

Veteran of nearly 20 years in pharmaceutical sales, he has been named sales manager of the Nyal Co., nationwide distributor of pharmaceutical products.



BORG-WARNER CORP., NORGE DIVISION:

Having risen through several sales posts since 1945, H. L. Clary (left) is named director of sales, while W. S. Law (right) succeeds him as general sales manager after two years as refrigeration sales manager.





Semi-pro!



¶ William Zerillo, a 23 year old garage worker and ex G.I. was driving across the Triboro Bridge to work when bright paint splashes suddenly appeared on the roadway ahead. Looking up, he saw that a painter's scaffold aloft had collapsed, leaving two men dangling precariously. With an inexpensive British camera he carried in his car . . . he snapped the shot, rushed the undeveloped film to The News, made Page 1 the next morning. And was well paid for his picture.

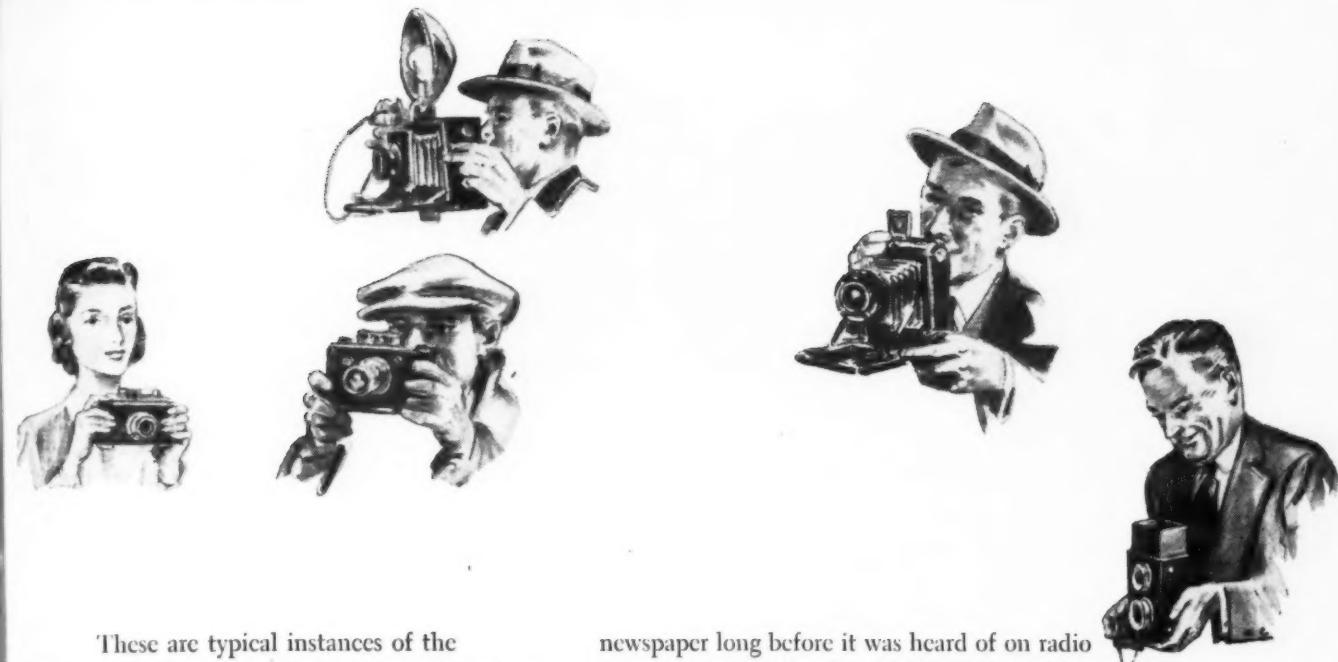
¶ On his way home from a baseball game, a News reader saw two boys playing in the street struck by a car, and clicked his camera . . .

¶ A visiting Chinese photographed a visiting Englishman critically injured on Fifth Avenue by a car from Yukon, Florida . . .

¶ From a sinking ship in a pitching sea, 640 miles off Newfoundland, a stewardess caught in her camera sailors pulling away in a lifeboat . . .

¶ An ex-army paratrooper chuted down over Times Square, took pictures on his 5,000 foot drop . . . and was himself photographed by an amateur who happened along with a camera . . .

¶ When a DC-4 crashed at LaGuardia last summer, spectators had pictures of the accident before the press pros could arrive . . .



These are typical instances of the thousands of amateurs all over the world, whose ambition is to get their prints and credit lines in the New York News. The News encourages amateurs, and over the years has secured some of its most notable pictures from them.

*In 1928, a seaman on the sinking *Vestris*, made the most famous Simon-pure amateur pictures on record. A News cameraman paid him \$50, sight unseen, for his rolls of film when the rescued crew was landed. When the prints were developed another \$500 went to the amateur... and a month later a bonus of \$500... Word of his windfall gave The News unofficial camera correspondents over the seven seas!*

The News buys and uses pictures from 300 to 500 amateurs per year... pays \$10 minimum for a single print, \$100 or more for a front page subject; has paid as high as \$5,000 for exceptional pictures. With the credit line, of late years goes an editorial box giving the amateur's name, address, camera type, technical details.

Besides pictures, amateurs supply news tips, voice opinions through Vox Pop, answer queries of the Inquiring Photographer, send more than one and a half million letters every year to News service departments.

"Participation" was a working policy of this

newspaper long before it was heard of on radio programs. The interest and help of the public make a better newspaper... and beget personal interest, intimacy and closeness when a newspaper appreciates and recognizes public contributions.

¶ Circulation alone does not make a great advertising medium—even circulation in such volume as The News, 2,375,000 copies daily, 4,600,000 copies Sunday! But the fact that a large proportion of these millions of readers feel and believe that The News is their individual newspaper... makes The News so effective as an advertising medium.

Not millions of readers... but the individual reader's interest and confidence multiplied by millions—give The News ability to influence people, influence sales... gives The News more retail advertising than any other newspaper, 23,451,209 lines last year! And should give The News first place in the schedules of every national advertiser after sales and profits in America's first market.



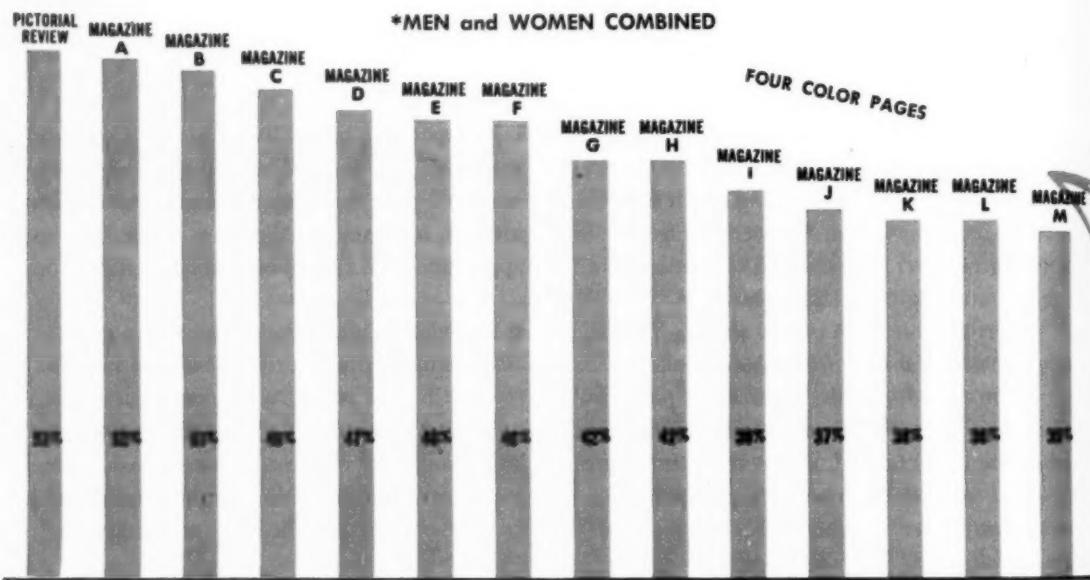
THE  NEWS, New York's Picture Newspaper...
220 E. 42nd St., New York... Tribune Tower, Chicago...
155 Montgomery St., San Francisco.



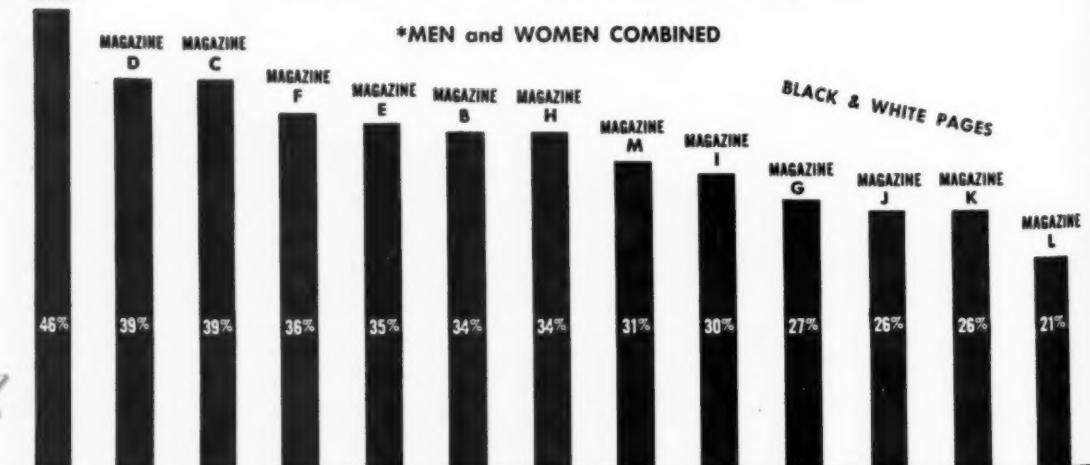
BE KING



NOTING OF ADVERTISEMENTS



NOTING OF ADVERTISEMENTS



* These charts are based on the men and women combined readership findings in the current issue of the Dr. Starch Consumer Magazine Report, year ending June 1947. Comparisons are between monthly and home service publications, weeklies and Pictorial Review.



EVERY SUNDAY IN PICTORIAL REVIEW COMMAND TOP READERSHIP *

If readership is the yardstick you use to measure the sales power of your advertising, look at the charts to your left.

The cream of America's writers and artists insures this high readership for advertising in Pictorial Review. And since the number of pages of advertising in any one issue is limited, visibility is unmatched!

If your yardstick is direct results, then read below about just four typical sales successes enjoyed by advertisers in Pictorial Review.

Hamilton Ross sold \$406,400.00 worth of lamps, dinner sets, blankets, etc., direct through retail outlets in Pictorial Review cities.

Hamburg Brothers of Pittsburgh completely sold out of Dorsey records as a result of tying in with the "Fabulous Dorseys" color page published by United Artists.

Liberty Coach Company received 25,200 coupon inquiries about their automobile trailers advertised in Pictorial Review.

D. Van Nostrand sold over \$90,000.00 worth of Home Mechanics Handbooks at \$3.95 each through a coupon offer in Pictorial Review.

In Over 6½ Million Homes from Coast to Coast

★ **Pictorial Review** ★

COVERING 10 MAJOR MARKETS THROUGH THE SUNDAY ISSUES OF

New York Journal-American
Baltimore American
Pittsburgh Sun-Telegraph

Detroit Times
Chicago Herald-American
Milwaukee Sentinel

Boston Advertiser
Los Angeles Examiner

San Francisco Examiner
Seattle Post-Intelligencer
(*Milwaukee Sentinel represented for Pictorial Review only)

A HEARST PUBLICATION — Represented Nationally by HEARST ADVERTISING SERVICE

7 out of 10 have it!

Seven out of every ten U. S. Citizens have the good fortune to be part of a family with children.

That is why families with children have been rightfully named "America's Biggest Market."

Families with children spend more each year for goods and services than all other markets combined.

Only I can deliver it!

Only Parents' Magazine among all major magazines concentrates its entire circulation in families with children.

More than 1,150,000 families with well over 2,300,000 children receive this authoritative family magazine.

Reach America's Biggest Market through

PARENTS MAGAZINE

52 Vanderbilt Ave., New York 17
Atlanta-Boston-Chicago
Los Angeles-San Francisco

Special Announcement

Now coming off the presses a revised edition of "America's Biggest Market", valuable data on the family with children market. Send for Free copy today!



BY T. HARRY THOMPSON

As this is written, I still don't know how I made out in the contest for a slogan for WPIX, the New York News TV station. I submitted: "Your eye-cue for quality."

Motorola has a swell name for a portable radio: "Playmate."

Three things stand out in my recollection of the 1948 circus-season: 1. The helicopter-beanie in vivid colors. 2. The innovation in candy-floss, this season's two-toned job. 3. The man who balanced his entire body on a single index-finger, upside down on top of a little portable lamp with a smooth, round globe.

Philadelphia's city-fathers have made another contribution to traffic-safety. Stenciled in lemon-yellow at busy curbs is this paraphrase of the old railway-crossing warning: "STOP-LOOK-LIVE!"

The ticket read: "George Washington Slept Here for the benefit of the Abington Memorial Hospital." As Kirby Katz quipped: "For the maternity-ward, no doubt."

Proofreader's Version: "I'm looking over a four-leaf folder."

Why isn't a tractor-truck a *tructor*?

"FOR SALE: Baby-carriage & electric sterilizer in A-1 condition. Call TE9-1351." Sure you ought to part with them?

I drink to you when together,
I drink to you when alone;
I drink to your health so often,
I'm rapidly losing my own.
—Post Exchange.

The American Insurance Group's Hal Taylor says duPont advertises:

"Protects what it shows." Therefore, how about Cellophane tops for strapless evening-gowns?

Suggested cable-address for the type of advertiser whose copy screams in fire-sale decibels: "Fort Bragg."

HEADLINE PARADE

You can carry a tune.—Zenith Portable Radio.

Answer to 1000 years of sole-searching.—Plytex Soles.

A room for a glamourous woman (age 16).—Armstrong's Linoleum.

You can see what's cooking in Pyrex Ware.

They drive a locomotive with rubber bands.—B. F. Goodrich.

Wasted Warning.—The Travelers Insurance Co.

Pike's Peak is not for sale!—The Denver Post.

So . . . you wouldn't hurt a fly!—Penn Salt.

Handsome hunk of beach-towel from Hawaii.—Andrade.

"In 1816 in Paris, a physician, Rene Laennec, was consulted by a young and buxom female suffering from a heart-ailment. Being too modest to put his ear against her bosom to listen to her heart, he tried a rolled-up piece of paper, and found it conveyed the sound distinctly. This led to his famous invention—the stethoscope."—Freling Foster in *Collier's*. A likely story, that part about "being too modest to put his ear against her bosom."

Harking back to the circus, I made a note at the time that I should have taken along dark glasses. Down there in Row 1, the floodlights were in my eyes most of the time. When I was a kid, the night-shows were given with the aid of sputtering gasoline-flares . . . a fire-hazard, to be sure, but easy on the eyes, like some of the gals in this year's tanbark-ballet.

Tessie O'Paque thinks the capital of Israel is Tel Avision.

Add similes: "As dead-pan as a dime-store dame."

"Advertising is a great thing. Samson took 2 columns and brought down the house."—Kasco Feeds.

An item in *Autonews* tells me that Reader Jim Shirreffs, president of S & M Lamp, Los Angeles, accompanied by the Mrs., sailed from Vancouver for Alaska the end of June on a combined business and pleasure



*Make fast a
major market with*

DEPTH OF PENETRATION

Modern management has learned the wisdom of directing its sales message at a specific market and of anchoring it there. This calls for penetration to the major interests and desires of that market. Such penetration is often one of the most difficult problems in advertising.

When you advertise in THE CHRISTIAN SCIENCE MONITOR, you are sure you are reaching the basic buying impulse of MONITOR families in the most convincing manner. MONITOR readers go out of their way to buy goods advertised in this, their favorite newspaper. Leading merchants throughout the country tell us that MONITOR readers ask for nationally-advertised brands seen in the MONITOR. Furthermore, the "spendable income"—money available for the good things of life—is definitely above average among MONITOR readers.

May we prepare for you a tailor-made program of advertising in this newspaper?—THE CHRISTIAN SCIENCE MONITOR, One, Norway Street, Boston 15, Massachusetts.

*News, Advertising, Readership
Devoted to Building a
Better Civilization*

SPEAKING OF DEPTH OF PENETRATION, HERE IS WHAT ONE ADVERTISER SAYS:
"Our full-page advertisements have appeared several times in all the leading newspapers of the country, from coast to coast. Three papers have surpassed all others in the amount of business produced, per dollar spent. The Christian Science Monitor is one of these three."

The CHRISTIAN SCIENCE MONITOR

An International Daily Newspaper

Branch Offices

NEW YORK: 500 Fifth Avenue
CHICAGO: 333 N. Michigan Avenue
DETROIT: 3-101 General Motors Building
KANSAS CITY: 1002 Walnut Street
SAN FRANCISCO: 625 Market Street
LOS ANGELES: 650 S. Grand Avenue
SEATTLE: 824 Skinner Building
PARIS: 56 Faubourg Saint Honore
LONDON, W.C. 2: Connaught House,
163/4 Strand
GENEVA: 28 Rue du Cendrier

Listen every Tuesday night to
"THE CHRISTIAN SCIENCE MONITOR VIEWS THE NEWS"
with Erwin D. Canham, Editor, over the ABC network

MEN WHO ARE MAKING HOUSTON GREAT



MEET

Michael Murphy

Vice-President Michael Murphy has been an important factor in the growth of Krupp & Tuffly, largest shoe store hereabouts, now in its 66th year. His drive and energy have been equally important in Houston's civic growth.

"We've given The Chronicle most Krupp & Tuffly advertising ever since the paper was first published 47 years ago, because it has paid us well to do so," he says.

"The Chronicle presents our merchandise to the most people. Year after year it has demonstrated that it has quality as well as quantity circulation and that its readers respond consistently to our advertising."

Thanks, Mr. Murphy. Coming from the *second largest shoe store advertiser in America*, that means a lot.

The Houston Chronicle

LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY
Advertising Director

THE BRANHAM COMPANY
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 35 CONSECUTIVE YEARS

trip. Jim, Jr., their pride and joy, is now plant-manager after a "vacation" with Uncle Sam for 49 months.

Baseball-players are talking like copywriters, according to this quote from Johnny Mize: "I smoke Raleigh 903's because they're moisturized to cut down throat-irritants."

A character named "Finkle," billed as the Evil Eye, who goes around putting a hex on prize-fighters and such, finally made *We, the People*. This, obviously, qualifies him as a hexpert.

On the same program, through Philcovision, I saw "Nature Boy," and listened to the King Cole Trio play his song of the same name. I'm still dazzled by the pictures that walk and talk at the turn of a knob.

SWIVEL-HEADS

Alibi of the tipsy driver is: "I didn't know I was loaded." But this lethal lunkhead is not the only menace of street and highway. Consider the swivel-head.

That's the Mongolian idiot who takes his eyes off the road ahead, swivels his head in a 90-degree turn in order to talk to his companion there on the front seat.

Don't be a swivel-head. It can dump you into a ditch . . . pile you into a pole . . . bring you head-on into a carload of innocent people coming the other way.

Turning the head to talk, instead of using lung-power alone, can turn your car into an Unguided Missile, deadly as atomic fission. Don't be a swivel-head!

A rubber stamp can be a revealing thing. For instance, it shows the high turnover of personnel in many an office.

When I wore my glen-plaid race-track-suit one cool morning awhile back, the Mrs. crooned: "Yaka Hula Hickey-Freeman."

Speaking of the track, the do-gooders who are opposed to betting doubtless think of it as a syndicate and a shame.

Complaint Dep't: For several issues, *Reader's Digest* omitted the Spiced Tongue department . . . one of my chief reasons for subscribing. Are you tuned-in, Walter Weintz?

I like Pabst Blue Ribbon's tie-in: "The best beer of our lives."

SALES MANAGEMENT



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"—and potatoes!"

In the unhappy colony of California...the disappointed descendants of the grandese gave up all hope of treasure, and sustained pride and patrimony by sending to Spain each year shiploads of hides...But the thousands of skinned steer carcasses were left to the Indians and vultures, as the rancheros nobles held the only food fit for hidalgos was the flesh of bulls!...With the arrival of the Americans, however, the local beef market boomed.

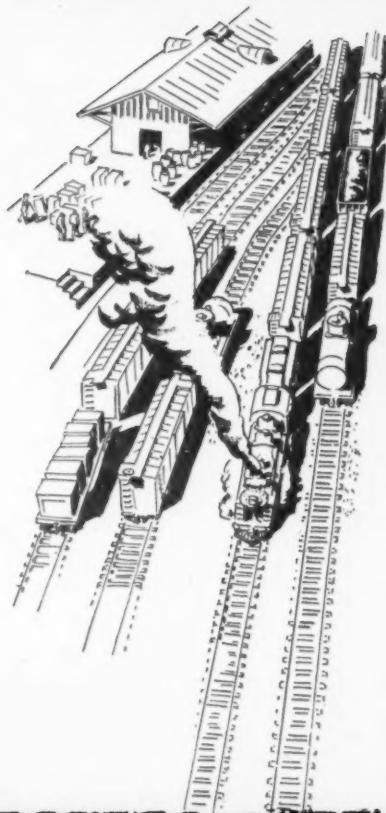
WHILE the Californian is a chronic guzzler of orange juice, avocado addict, serves green salad as an *aperitif*, stands high man in U. S. leaf-and-legume per capita consumption...he has not ceased

lead with annual volumes of \$9 million and \$12 million respectively. Even highly industrialized Contra Costa is somehow able to deliver as much as \$1 million in dairy products per year.

Sonoma, the self-styled Egg Basket of The World, now supplies more than one-quarter of all eggs laid in the state...the unimaginable volume of 40,758,593 dozen, worth some \$21.6 million per year. Dairy, poultry, beef cattle, sheep and hogs, bring this county's total to \$47 million.

The nine county total approximates \$115 million annually, of which some 73% is dairy and poultry, and 27% livestock.

The majority of the food produced is financed, sold and distributed through San Francisco—and much of it consumed in the city and suburbs...evidence of the steadily growing market made by growing



to be carnivorous, an egg-eater and milk imbibers...Where else in the world has the hamburger, hot dog and milkshake been more glorified in romantic roadside stands and drive-ins of distinction?

NORTHERN California continues to be a good customer of Eastern packers...but its new postwar population has made the production of animal foods an important industry in the eight Bay Area counties adjacent to San Francisco.

Virtually all eight counties contribute some dairy products. Marin and Sonoma

population and growing income...and another index of the rising value of the San Francisco market as a whole.

MATCHING the market and worthy of it, as a major medium, is The Chronicle. Watchdog of local interests, rich in local news and appeal, The Chronicle probably gives the best general news presentation west of New York...is indispensable to the opinion makers, and Northern Californians who must be well informed.

First choice of smart SF specialty shops, and also mainstay of the big department

store advertisers, The Chronicle delivers traffic and turnover in the popular price ranges and charge accounts in the upper brackets...sells housewares and notions along with mink coats and jade...moves baby cereals and baby grands, breakfast food and evening gowns, candy bars and lorgnettes, baked beans and broccoli.

Reaching every third city family, every fourth suburban, The Chronicle is a prime mover for prestige and profits, cash sales, and brand acceptance...Any SFW man will be glad to show how the market and the medium can fit your marketing plans.



San Francisco Chronicle

*SAWYER, FERGUSON, WALKER CO., National Representatives
New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles*

Keep your eye on the ball!

Trends are funny, sometimes.

The war especially, did a lot to upset them.

You can't look at wartime trend figures with any assurance that you're looking at a real trend.

But take the trend shown in these charts.

It starts before the the war. It carries through the war.

It continues after the war. It's solid.

Back of this trend is performance that's just as solid.

Readers find it in "all the news that's fit to print"...

in a newspaper that gives them more news than any other publication, all of it reliable and unbiased.

Advertisers find it in returns...

more returns for dollars invested.

That's why The New York Times today, as it has for 29 consecutive years, publishes more advertising than any other newspaper in the biggest and busiest market in the world. If you're looking for new business or more business, get in touch with us.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

New York: 229 West 43rd Street
Boston: 140 Federal Street
Chicago: 333 North Michigan Avenue
Detroit: General Motors Building
Los Angeles: Sawyer-Ferguson-Walker Co., 645 South Flower Street
San Francisco: Sawyer-Ferguson-Walker Co., Russ Building

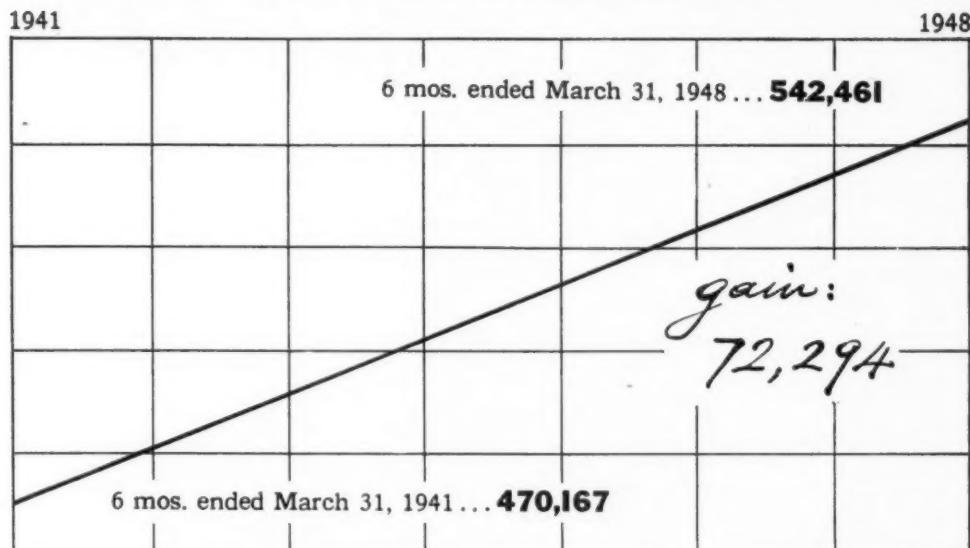
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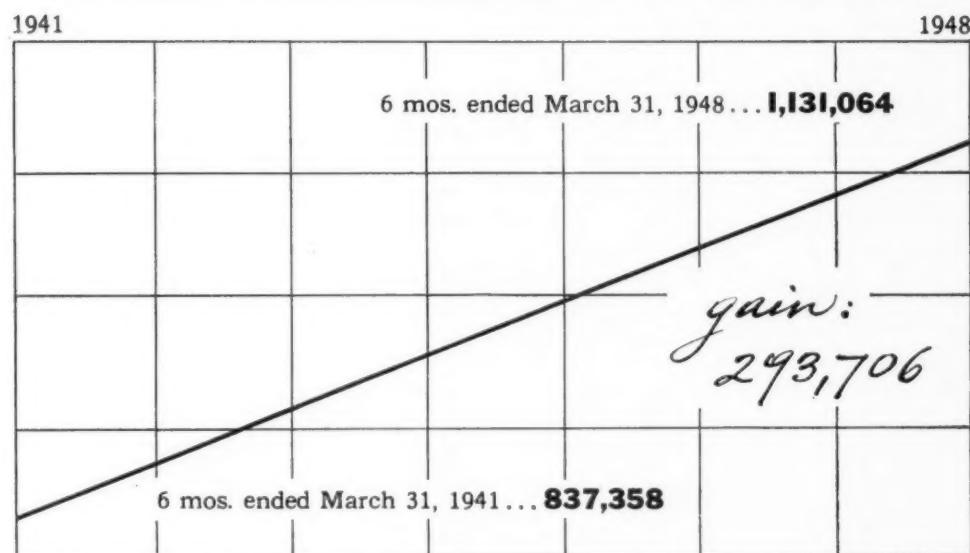
THE NEW YORK TIMES WEEKDAY CIRCULATION



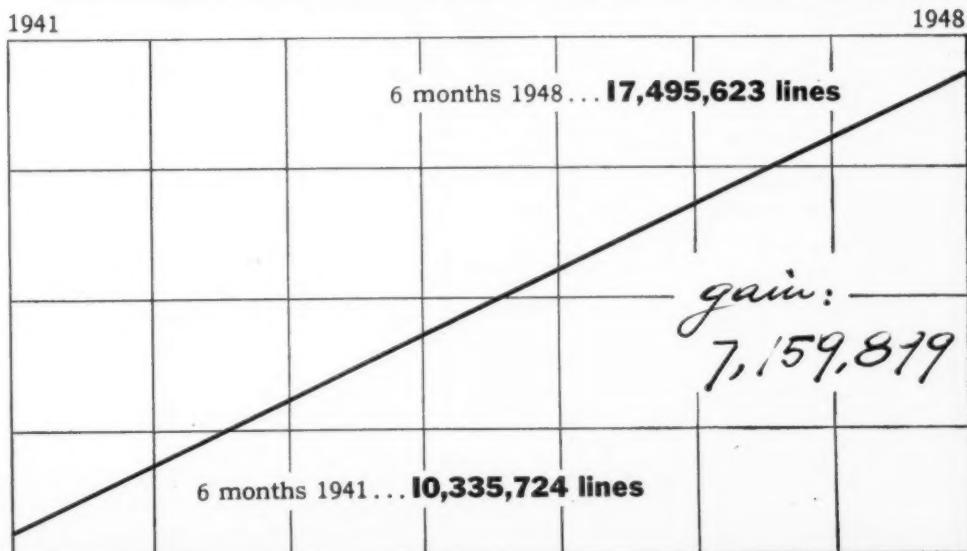
Note the bounce in circulation

These comparisons of net paid daily and Sunday circulation figures for the six months ended March 31st, 1941, and the six months ended March 31st, 1948, show that more and more people are reading The New York Times.

THE NEW YORK TIMES SUNDAY CIRCULATION



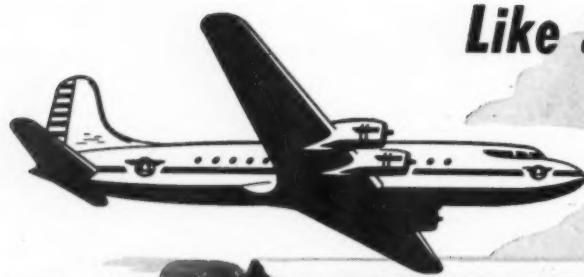
THE NEW YORK TIMES TOTAL ADVERTISING



Note the bounce in advertising

This comparison of total advertising carried in the first six months of 1941 and the first six months of 1948 shows that more and more advertisers are making more and more use—profitable use—of The New York Times.

Like a 4-Mile-A-Minute
Pneumatic Tube



with a 7000 lb. Capacity

Delta Air Freight

TO and THRU the SOUTH

You pop a container into the tube, there's a swoosh of air and it's there. Delta Air Freight is just like that—like a pneumatic tube system from your shipping dock to cities of the South. Except that 7,000 pounds rides in the cargo bins of Delta DC-4's, traveling straight as a wire strung taut and saving time at 240 miles per hour.

These big DC-4's fly south on fast schedules from Chicago, Cincinnati and Detroit*, and across the South from Dallas-Fort Worth and western connections. Special all-cargo planes shuttle between Chicago and Dallas, serv-

ing Cincinnati, Atlanta, Birmingham and New Orleans en route. With the "Flying Freighters" and high frequency of passenger flights carrying cargo, you get fast dispatch.

As for economy, all you have to do is compare the rates. Delta rates have come down and down, while surface rates were going up. Now you can save days and dollars both, via Delta. Here are typical rates; compare them and travel times with any other means and you will see the savings.

General Offices: Atlanta, Ga.

Delta Air Freight Rates per 100 pounds between:	
Chicago-Cincinnati	\$3.07
Cincinnati-Atlanta	\$4.55
Atlanta-Chicago	\$6.55
Dallas-New Orleans	\$5.05
Cincinnati-New Orleans	\$8.00
Chicago-New Orleans	\$8.95
Fort Worth-Atlanta	\$8.00
New Orleans-Atlanta	\$5.05

Delta Air Freight Takes
A Load Off Your Mind





Everybody's dressing up



... and department stores are leading the way—with at least 54% of the nation's department stores planning extensive store modernization programs for 1949...To spark this program, the September issue of the Department Store Economist will present the first in a series of six special articles on store modernization by Leigh Allen, nationally known designer and former Display Director and Management Councillor for Macy's New York. We predict that this will be one of the most widely read and talked about features in many years of Economist history...For manufacturers of all types of store equipment, this offers an opportunity to deliver a vital sales message to 25,000 modernization-minded department store executives through the advertising pages of the Department Store Economist...Let Economist influence help you get your share of this multi-million dollar program!

10 High Street
BOSTON 10, Mass.
860 Hanna Bldg.
CLEVELAND 15, Ohio

Garfield Bldg.
LOS ANGELES 14, Calif.
Rhodes Haverly Bldg.
ATLANTA 3, Georgia

29 E. Madison Street
CHICAGO 2, Illinois
Russ Bldg.
SAN FRANCISCO 4, Calif.

New World Life Bldg., SEATTLE 2, Washington

**DEPARTMENT STORE
ECONOMIST**

A CHILTON PUBLICATION
CCA

Department Store Economist, 100 E. 42 Street, NEW YORK 17, N. Y.

AUGUST 1, 1948

27

COVERS

52,000 Selected
Men Who Buy
and Specify

The men who represent the cream of the industrial market receive INDUSTRIAL EQUIPMENT NEWS regularly, by *request*. They want I E N—sometimes *demand* it—because its product news and information serve their current buying reference needs.

Editorially, in make-up, and in coverage I E N does only one job. It brings *facts* about *products* to men in industry who are *seeking information* about products. It does this job *thoroughly*. \$95 to \$102 a month covers your cost of reaching the prime Market of American industry.

Have you seen our July C C A Statement or our current "NIAA Report?" They are yours on request.

INDUSTRIAL EQUIPMENT NEWS

Thomas Publishing Co.
461 Eighth Ave., New York 1, N.Y.
Boston • Chicago • Cleveland • Detroit
Los Angeles • Philadelphia • Pittsburgh



RIVER RAISIN DIMENSIONAL DISPLAYS

BASIC IDEAS
ART WORK
CONSTRUCTION
CARDBOARD
METAL • PLASTIC
WOOD • GLASS
LAMINATION
PRINTING

RIVER RAISIN PAPER CO.
DISPLAY DIVISION
MONROE, MICHIGAN

BULLETIN BOARD

Basing Point Legislation

Abandonment of the basing point system of pricing by the steel industry, which came as a surprise to many business observers, has set the stage for a series of legislative moves which will have far-reaching effects on price and distribution policies.

There is some ground for belief that Congress may eventually spell out specific approval of multiple basing point procedures to negate the Supreme Court ruling in the Cement Institute case, but this is far from certain and will depend upon the make-up of the new Congress which will convene in January. Senate "business leaders" interviewed shortly after the call was issued for a special session expressed the belief that no action would be undertaken at this time, although feeler bills may be introduced to begin sounding out sentiment.

It has been overlooked by many executives that prior to the Supreme Court decision the Congressional Joint Committee on the Economic Report had recommended elimination of the basing point system "over a reasonable period of time." Steel's sudden abandonment of it is viewed suspiciously by some members of this committee who feel the move was a prelude to blaming price increases on the Federal Trade Commission.

Sen. Joseph O'Mahoney (D., Wyo.), former chairman of the Temporary National Economic Committee, insists that "the Supreme Court has ruled against the system only so far as it is used collusively to suppress competition."

Meanwhile, FTC resumed in mid-July its hearing on charges against the American Iron & Steel Institute of conspiracy and collusive action to fix and maintain delivered price quotations and to restrain competition in the sale of steel products. FTC's findings will be used extensively in coming Congressional debates.

If outlawing of basing points remains a permanent policy, Government economists forecast a considerable migration of steel consuming industries to steel producing areas, which will produce changing distribution and marketing patterns.

Another by-product of the whole matter will be renewal of the drive

for the O'Hara bill which would divest FTC of its cease and desist powers and throw its enforcement procedures into the courts.

Advertising Out As Cost Allowance

In the new "Single Cost Reference Guide" drawn up by the three departments of the armed services, trade and technical advertising are eliminated as allowable costs in contracts. They were allowed during the war as a means of helping maintain trade and technical publications. Also eliminated as cost allowances: dues to organizations, donations, entertainment expenses, bonuses. The new Guide clears up disputed points and replaces Treasury Decision 5000 and the Navy "Green Book" used during the war. Currently the service groups are mulling over protests from advertiser and publisher groups.

Census Statistical Services Curtailed

Drastic curtailment of business statistical services of the Census Bureau is now in effect, due to reduced appropriations, and the outlook is not for any better treatment in the future.

Discontinued are the current industrial surveys of porcelain enameled products, electric power plans, scales and balances, chinaware and kitchenware, gelatin, glue and boneblack, lawnmowers and wheelbarrows, and trailer coaches. Reduced from monthly to annual basis are the surveys covering production of plastic materials, coated fabrics, steel power boilers and farm pumps. Changed from quarterly to annually are the surveys of household furniture, gloves and mittens, women's and children's underwear and nightwear, children's and infants' outerwear, knit outerwear, cotton and rayon goods finished, stocks of wool and related fibers, knit cloth, electric lamps and refrigeration equipment. Numerous other are to be reduced in frequency.

Monthly wholesale credit and collection surveys are discontinued, as are reports on the service trades. The monthly reports on retail sales will be confined largely to the 68 areas where field offices are maintained. Foreign trade statistics will be curtailed sharply.

a brand new advertising clock to make displays work overtime



Everybody's Pointing to Hotpoint

HERE's a completely new idea to make your displays work harder and last longer . . . the new Telechron Advertising Clock.

This versatile, low-cost clock — built right into your display — gives it the powerful, constant appeal of accurate electric time. It's designed to put longer life in wall panels, package and drink dispensers, counter displays and many other promotional pieces.

It can be used with wood, cardboard, metal or other display ma-

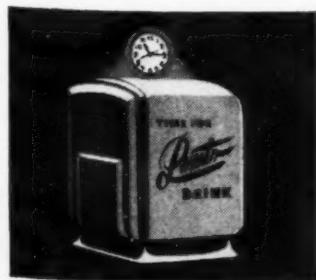
terial. Standard dimensions make it easy to work into your own individual design. Choose the standard white dial with black numerals . . . a dial with your trademark . . . or make the dial an integral part of the display. Telechron will mount your dial on the clock.

The cost of the new Telechron Advertising Clock is remarkably low — less than \$4 in quantities as small as 500. You can recover even this with a self-liquidating promotion.

Your fabricator will be glad to tell you how to put lasting distinction in your displays with the new Telechron Advertising Clock. Special Clock Division, Dept. N, Telechron Inc., Ashland, Mass. A General Electric Affiliate.



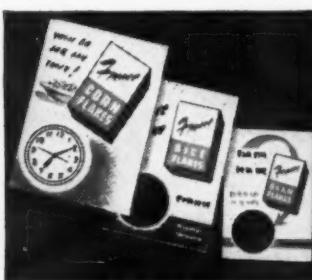
Keep them looking longer at your



DRINK DISPENSERS



COUNTER DISPENSERS



CHANGEABLE DISPLAYS



PRODUCT FACSIMILES



The knows she can trust HYGEIA'S messages on HEALTH PRODUCTS

She Knows 138,000 Doctors Can't Be Wrong!

READERS of HYGEIA, the Health Magazine of the American Medical Association, know they can accept its information on health, including its advertising messages on products with a health appeal.

They know that their own family physicians, plus 137,999 other doctors, stand behind HYGEIA'S statements.

Is HYGEIA speaking for you—telling YOUR story on food, health appliances, nursery furniture, drugs, cosmetics, kitchenware . . . ?

The believing, receptive, health-minded readers of HYGEIA are listening.

Hygeia THE HEALTH MAGAZINE
OF THE
AMERICAN MEDICAL ASSOCIATION
535 NORTH DEARBORN • CHICAGO 10, ILLINOIS

Video Expansion Aim of FCC

FCC will hold hearings in September on progress of technical research in television broadcasting upon which it hopes to base allocation of upper band channels, forerunner of a truly nationwide system. But nobody expects all the difficulties to be ironed out for another year. Meanwhile, last May's allocation of lower band channels allowed for 460 stations; further reallocation may boost the number to 900.

If you want to know what the television network eventually will look like, FCC has a state-by-state list of the number of stations which can be allotted to each city and town.

Washington side-light on video: Sen. Wallace White (R., Me.), "father" of radio law, expects to push next year his resolution endorsing FCC's "Blue Book" procedures. He got it through committee this year but didn't get floor action. But, a committee headed by Rep. Forest Harnish (R., Ind.) is questioning FCC authority for the "Blue Book."

You're Not Free to Use the Word "Free"

Ever since FTC issued its policy statement last January holding that use of the word "free" in advertising had to mean "in truth and in fact a gift or gratuity," a decisive fight has been expected sooner or later to settle the interpretation. It is probably coming to a head, now that FTC has moved against the various book-of-the-month clubs whose practice of offering "bonus books" or "book dividends" for "free" has been a salient point of their advertising copy.

FTC itself was divided three to two on the "free" policy statement, with Commissioners Lowell Mason and Robert Freer opposing it.

New Publications Available

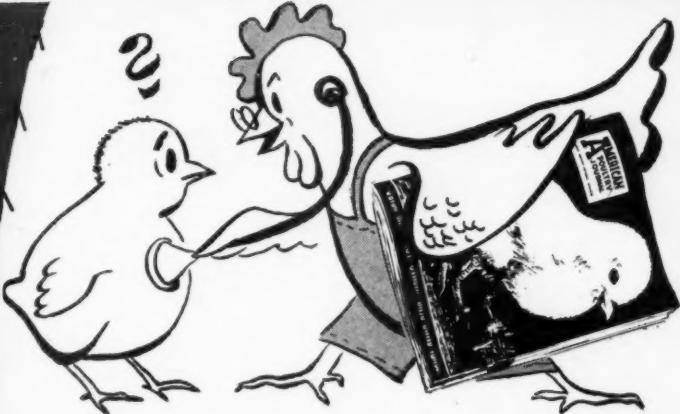
"Trade Association Opportunities in Marketing Research," 80 pages, issued by Department of Commerce, available from Superintendent of Documents, G.P.O., 25c. Discusses activities of 75 associations in product research, consumer research, market analysis, and research relating to marketing functions, policies and costs. Contains bibliography of governmental and non-governmental sources of secondary marketing data and alphabetical list of associations.

"Trade Days" and "General Events," pamphlets issued by Chamber of Commerce of U.S., Washington, 20c and 25c. Describe group action for promoting retail trade.

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THE STORY OF...

Pee Jay, Surgeon General of the U.S. Chicken Army...



(Or "How Remedy and Poultry Equipment Advertisers Use Pee Jay To Recruit Buyers For Their Products")



"Calling Dr. Pee Jay. Calling Dr. Pee Jay... You're wanted by the Remedy and Poultry Equipment industry immediately." This "call" has been made hundreds of times, and Dr. Pee Jay generally "pulls" the "patient" through!

It is not an uncommon occurrence for a Remedy or Poultry Equipment organization to place the responsibility of healthy sales in Dr. Pee Jay's care. Many new poultry remedy products and newly designed labor-saving poultry equipment products have been, and are being, introduced in the advertising columns of Dr. Pee Jay.

These industries know that 92.8% of Pee Jay's circulation is concentrated in the 31 states that make up the purse-bulging "egg basket" of the United States. They know the value of highly specialized treatment afforded by Dr. Pee Jay.



"It's a fact," says Pee Jay...

"Fifty of the nation's leading Remedy and Poultry Equipment manufacturers have used Dr. Pee Jay's treatment consistently for from 10 to 55 years. Reason? It's logical! Dr. Pee Jay produces healthy advertising results."

1946 Manufacturers' sales of farm poultry equipment totaled \$23,927,942,000. 1946 Manufacturers' sales of poultry remedies totaled in excess of \$7,500,000.00.

These products were purchased by over 5,000,000 poultry raisers who received \$3,121,040,000 gross income from their flocks.

PEE JAY SALUTES BIG BUSINESS - THE POULTRY INDUSTRY

ADVERTISING REPRESENTATIVES

NEW YORK—A. B. McCLEANAHAN CO.
295 Madison Avenue
Phone Lexington 2-1234

Detroit—HIL. F. BEST
131 W. Lafayette St.
Phone Randolph 7298

MINNEAPOLIS—J. P. MALONEY CO.
1019 Northwestern Bank Bldg.
Phone Atlantic 2229

LOS ANGELES—ROBT. W. WALKER CO.
684 S. Lafayette Pl.
Phone Drexel 4388

FOR THE DURATION OF SALES!

Remedy and Poultry Equipment Advertisers who have "enlisted for the duration" for assured sales results!*

Sheer, H. M. Co.	55	Lyon Rural Electric Co.	23
Pilling & Son	54	Dr. Salisbury's Labs	23
Lee, Goo. H.	54	Merck & Co.	22
Conkey Co.	51	Phelan Brooder	22
Keystone Steel Co.	51	American Electric Incubator Co.	20
American Steel & Wire	50	Marvel Co.	19
Carboileneum Wood Press Co.	49	Ketchum Mfg. Co.	19
Oakes Mfg. Co.	49	Aeroil Products	18
Pratt Food Co.	44	Fischel, Henry	17
Dr. Hess & Clark	43	Toxite Labs	17
Brower Mfg. Co.	41	Vineland Poultry Labs	17
Poorman, John	39	Bussey Pen Products	16
Walker Remedy Co.	38	Hambly Electric	16
R. L. Beck	36	Hudson Mfg. Co.	16
Dr. Le Gear	36	Trumbull Electric Co.	16
Carbola Chemical Co.	34	Metal Products	16
Parke-Davis & Co.	34	Continental Steel Co.	15
Beuoy, Geo.	34	New Madison Inc.	15
National Band & Tag Co.	33	Lincoln Mfg. Co.	14
Burrell-Dugger	29	Mathieson Alkali Co.	14
James Mfg. Co.	28	N/E Supply Co.	13
Lemke, Jos.	27	General Dist. Co.	13
Sine, A. C.	27	Lederle Labs	12
Tobacco By-Products	26	National Farm Equipment	12
Russell, I. D. Co.	24	National Poultry Equipment	11

*Figures indicate number of years in The American Poultry Journal

Ask our representatives for comprehensive farm-poultry marketing information!

AMERICAN
POULTRY
JOURNAL

536 So. Clark St., Chicago 5, Illinois

The Voice of the Three Billion
Dollar Poultry Industry**

** \$3,121,040,000.00

Gardner Displays opens a Plant in Chicago!



An important "plus" has been added to the nation's most complete display and exhibit service. Gardner Displays has opened a plant in Chicago, to supplement their great Pittsburgh operation.

The new plant has complete exhibit facilities . . . manufacturing, installation-dismantling and storage . . . meaning more of the famous *worry-free* exhibit service for the nation's exhibitors.

Consult the Gardner Office nearest you on any exhibit problem . . . from design right through to installation-dismantling and storage.



GENERAL OFFICE AND PLANT
477 Melwood Street
Pittsburgh 13, Pa. • MAYflower 9443

NEW YORK . . . 516 Fifth Avenue, New York 18, N.Y.
CHICAGO . . . 1937 Hastings Street, Chicago 8, Illinois
DETROIT . . . 810 Tower Building, Detroit, Mich.

IMAGINE a beauty contest without

Bathing Suits...



or Cincinnati without the

Times-Star...

ASK ANY CINCINNATIAN



AUGUST 1, 1948

Cincinnati and the Times-Star are a prize-winning combination to General Drug and Toiletries advertisers; who placed in the Times-Star in 1947 almost twice as much r.o.p. advertising as in any other Cincinnati newspaper.

how to work up a long thirst

ADVERTISERS, AGENCYMEN, anyone who has a hand in the sale and advertising of tea, coffee or other beverages: may WOR offer you some sober thoughts on summer drinking?

Every summer, WOR is greatly responsible for the kind of quencher that slakes the thirst of some 34,057,161 people. If WOR recommends it, people in 18 States drink it.

For instance: a soft drink company bought a WOR show. Largely through 13 broadcasts, the company's dealers increased from 5,000 to 50,000. Business rose over 100%.

More? A coffee company jumped from 20th to 8th place in brand coffee sales in the metropolitan area, largely through a WOR program. NOW THEN, GENTLEMEN: we love coffee, we love tea, we love *any* beverage. We'd love to sell the 17,084,472 women in our area on filling tall glasses with yours. In other words, WOR, with the largest single-station audience in America, can wrap up the world's richest market for you. We can do it fast; we can do it for as little as—well, the price of a pot of tea, almost.



wor

heard by the most people where the most people are

mutual

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending August 1, 1948

YOUR CANADIAN MARKET

Here's a bad case of mismanagement. I let our Col. E. W. Davidson take over a three-week Canadian assignment while I swelter in hot, humid New York. Just what he is doing for SALES MANAGEMENT on a river trip up the "deep, shadowy" Saguenay, is more than I can imagine. But I will have a chance to check that when he turns in his expense account. At any rate, I am indebted to him for an interesting and thought-provoking letter on business conditions in Canada as they affect American sales executives.

Dear Boss:

"Business is good in Canada. I've been three weeks in Toronto, Ottawa and Montreal looking and listening. Leaders are mostly sanguine, (though they all wonder what effect the probable election of Tom Dewey will have on Canada). The *little* people—with big savings, as a general thing—are not scared. I've talked with a lot of them.

"The Dominion Government's dollar conservation program has increased Canada's U.S. dollar holdings by about \$300 millions this year, raising the total to roughly \$900 millions. When this figure touches \$1,400 millions the nation will feel dollar-safe.

"Import restrictions from hard currency nations such as the U.S. are tough, but, at that, imports of American machinery, building materials and other capital goods needed in Canada's noticeable industrial growth were

13% greater in the first quarter than in the same quarter last year. So trade between the two countries is far from dead. Canada is still getting from us a lot of things she really needs. You should see the large amount of plant construction that's going up! (Though 'contracts let' are slackening now.) Of course it results in rising Canadian production and full employment. But there is too little residential building.

"Cost of living up here steadily rises. But 'luxury' taxes—of 25% or more to combat inflation by checking personal spending—are what the people are kicking about! These have practically killed the radio business. Receivers have to sell at such high prices they just don't move. Some radio plants are closing down. But these 'luxury' taxes ought to start downward before long. There's an election next year. See?

"When will import restrictions be relaxed? Nobody knows. One head of an American-owned company after another has told me relaxations have been indefinitely promised on *their* lines . . . but never come through. Two Government officials said in my presence that restrictions 'ought to come off beginning next Winter.' Maybe. But don't get the idea these Dominion officials are dumb-headed! You would *like* these plain-looking, plain-speaking fellows such as Louis St. Laurent, Minister of External Affairs, (due to succeed Prime Minister Mackenzie King), Brooke Claxton, Minister of Defense, J. A. MacKinnon, acting Minister of Trade and Commerce, et al. One look into their eyes and you feel their feet are solidly on the ground amid much turbulence.



With combined new orders at their lowest level since mid-1947, and with business spending off somewhat from the preceding month, final computation of the Business Trend for June was 227.

Current slight increases in both new orders and the rate of business spending brings the preliminary estimate for July to about 232.

"And will the Government return to wartime price and wage controls? Finance Minister Abbott says 'No' . . . and Parliament has prorogued until Fall. So the cost-of-living question for Canadians is still up in the air.

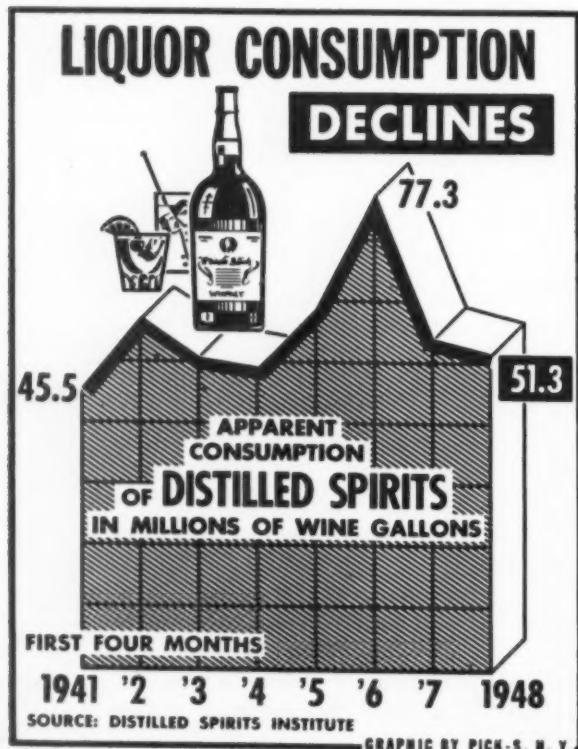
ADVERTISING VOLUME IS HEAVY

"But Canada is doing all right under the circumstances. Advertising volume in Canadian newspapers and magazines is heavy. Some newspapers are still rationing space somewhat. Incidentally, you should see the new rural plant into which the MacLean-Hunter Publishing Co. of Toronto is moving its magazine production! Most modern for its size on the continent! And its size is big, too.

"(Speaking of advertising: Procter & Gamble's 'Tide' soap teaser campaign of car cards nearly started a riot in Winnipeg, a sales manager from there told me. The copy said 'Tide is rolling in!' But the cards were in flaming red! So there was an investigation. They have communism on their minds up here.)

"Should there be a 'customs union' between the US and Canada? Should trade barriers be wiped off of the border? Well, there's more talk about that in the States than there is here. E. P. Taylor of Toronto, one of Canada's industrial moguls controlling corporations making beer, foods, farm machinery, etc.—some of it on both sides of the line—thinks 'Yes.' He feels Canada can compete with the States on a free basis in many lines. But most other titans up here disagree stoutly.

"G. B. Gordon, president of big Dominion Textile Co., Ltd., fears it would have to lead to political union and hardly anybody in Canada can stand the thought of that. What he wants is tariff equalization that would permit fair competition in the nearby U.S. markets for Canada's principal products. But this would call for converting some Canadian plants from start-and-stop production of many lines to huge production of few lines.



Heavy capital investment and five years time would be necessary. Could Canada count on *any* U.S. tariff policy remaining fixed for years and years? He doubts it. That's the opposition viewpoint on 'customs union.'

"I've concluded this: Business leaders in Canada think *most* of the Government's trade restrictions and taxes are good for *most* Canadian business, but that they're hard on the people. However, the present plan *does* fight inflation and *does* increase Canada's dollar reserve. Nobody seems fully to understand the Government's trade diplomacy, however. There is fog in most men's minds—and that includes the tycoons I've seen as well as the little people.

"Now I'm off for a river trip up the deep, shadowy Saguenay—at the far headwaters of which in northern Quebec is the third largest ocean-cargo port in Canada! (Thanks to Aluminum Corp. operations 'way up there). See you down in hot New York some day!"

—Dave.

SIGNIFICANT SHORTS

The etiquette of sales letters: A permanent, useful guide to solve any problem about letter etiquette which may arise in your office is yours for the asking from my friend, Horace Nahm, President, Hooven Letters, Inc., 352 Fourth Avenue, New York 16, New York.

Public Relations' Budgets Up: According to Glenn Griswold's *Public Relations News*, public relations appropriations fare better than the average departmental allocation in this season of sharp scrutiny of budgets. Their survey shows that public relations budgets in 1948 over 1947 are up an average of 29.3%.

Product Design and Black Markets: Premiums over retail list price which are paid for brand new cars on the "used" car lots indicate that bonuses are in fairly direct relationship to the amount of re-styling done by the makers. In the medium priced field, the new Fords bring the largest premiums, a national average of \$1,183. In the higher priced field the new General Motors products bring the largest bonuses. Chrysler, which has done the least in building a "new look," trails in size of bonus for all of its divisions.

Serve-Yourself Gas Stations: Southern California has broken out with a rash of serve-yourself gas stations with savings up to 5 cents a gallon as a lure. Some marketing experts think the rapid growth could explode country-wide. The need for thrift seems almost universal.

The Boom in Plastics: As plastics barge into more new fields, the makers are giving less attention to test tubes and more to advertising and sales promotion ideas. The market is three times greater than in the last prewar year. The *Wall Street Journal* says, "Plastics are now invading the raincoat on your back, the cover on your chair, the linoleum under your feet, the lacquer on your car and the lining in your beer can. Several million pounds yearly are used in refining the sugar for your coffee and in making the drugs for your medicine cabinet."

PHILIP SALISBURY
Editor

SALES MANAGEMENT

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Buyers gave it the fish-eye. Industry sales were off. The price was too high. There was too much competition. But sound selling converted reluctant prospects, and today the product is known in the trade as a sensation.



Stopette Crashes "Cold" Market; Sells 1,000,000 Bottles in First Year

BY WILLIAM A. WRIGHT • Sales Manager, Jules Montenier, Inc.

Stopette Spray, offered a year ago for the first time to the trade in a completely new type squeezable thermo-plastic bottle with built-in atomizer, by June this year had sold more than 1,000,000 bottles.

Well-meaning advisors early last year warned Jules Montenier, Inc., the manufacturer, to stay out of the field until the spring of 1948. Buying habits of consumers were changing rapidly from accepted high prices of the war years, they told us. The toiletries field as a whole, they pointed out, was in a noticeable slump due either to consumer resistance or retail store complacency, and we would be bucking a field of established, low-price deodorants.

Last month news publication to the Nation's retail stores reported:

"Among the staples stampeding sales is the deodorant, Stopette Spray, which hit the market for the first time last August. This deodorant, in an attractive, unbreakable thermo-plastic bottle, is going to

town with nearly all toilet goods departments."

How this job was done is, we believe, an unusual story. Considering what we had heard, it seemed like a distinct gamble to bring out a new deodorant, however spectacular, in the middle of the summer of 1947.

We knew that we wouldn't have time to follow a long-prepared, well-laid-out plan of test-marketing the item before introducing it to the public on a broad scale. We had to move fast—with imagination. For a solid month—all too short a period—we threw our full energies into devising a *plan*.

Without the slightest proof a consumer acceptance of product or price, or both, a specific plan of several months' duration was necessary to whip up maximum enthusiasm; yet, we foresaw, it had to be flexible enough to provide for rapid change-over to meet emergencies.

In addition to devising such necessities as a salesworthy yet simple

individual-package folding carton to attract both men and women; to preparing order forms, shipping invoice forms, promotional literature, newspaper mat layouts, counter cards, magazine advertising layouts, and dozens of other forms and point-of-sale material, we had to think long and carefully of two prime points: business policy and the price of the item.

It was difficult to make a decision on the price because most established deodorants retailed at less than a dollar. The high production cost of our item prohibited a retail price even as low as one dollar. Sound business principles demanded that it be priced to the public at no less than \$1.75. Yet we knew that the 20% Federal excise tax would have to be loaded on top of the retail price.

There was but one answer: Cut all possible corners. We did. Then with hope and a prayer we set the Fair Trade retail price of Stopette Spray at \$1.25.

A production policy was set up to maintain rigid, high standards and a flexible operating schedule. Business terms and full discounts were established to the trade. A policy of "P.M." and advertising allowances was set up, available to all retail stores—the largest department store or the smallest drug store. A minimum shipping quantity was determined, and a straight sales commission was set up.

Salesmen, Too

In the beginning I was not only sales manager but the sole sales representative of the company. Armed with a brief case of sample full-size bottles, the necessary paper presentation of facts, plus a great deal of enthusiasm and confidence, I moved into Chicago's State Street. Before I was done with it I had called on every department store there.

Oddly enough, so it seemed to me, the initial and continued reaction of buyers was a strange mixture of enthusiasm, apathy, doubt and fear. Some of the comments I now clearly recall were:

"It's new and revolutionary but it won't sell."

"It's priced too high. Why can't you sell it for \$1 or less?"

"The public wants a cream deodorant, not a liquid."

"Your package needs color."

"It's too late in the season. We're not buying anything now."

"We don't introduce new items."

"The order book is closed until September." (It was then July.)

"Business is too slow."

And so it went, on and on and on. You haven't heard of apathy or complacency until you've tried to sell a toiletries buyer in the summer or when sales are off.

Like any good salesman, letting doubts and fears and apathy slide off my shoulders, I hammered home my points. I told them how Dr. Jules B. Montenier, a Swiss-born scientist, had conceived the idea of applying a deodorant with an atomizer 'way back in 1937; how the British imperial dye trust had brought out the product in 1941, polyethylene, later to be produced in this country by du Pont and Bakelite under license.

I became a bit technical and told them that, while it was porous, it was resistant to water, alcohol, hydrofluoric acid and all metal salts; that it was unbreakable at extreme pressures and flexible at below zero temperatures. I explained, again and again, how the bottle was designed and molded; how an atomizer head was developed and built in . . . and on and on.

Endlessly, over and over again, I battered away at the sales points. I squeezed the bottle until my fingers ached, to demonstrate the fine, misty spray ejected by hand pressure. I sprayed it over my clothes to prove my belief that it is harmless to fabrics; sprayed it on my hands to show that it would not irritate the skin.

Bottle Gets Rough Treatment

I slammed the bottle time and time again, on wood and tile floors. I stood on the bottle and jumped up and down on it. I weigh 200 pounds. I kicked it across dozens of floors. I told them that any woman could carry it anywhere in her purse; that it could be knocked from bathroom shelves and remain intact. I fear I became very dramatic. And still they hesitated.

One buyer finally, at long last, visualized the sales possibilities. With one single sale made, I dashed out to talk with editors of the beauty departments in Chicago newspapers and wangled some publicity. The department store buyer, cooperative, arranged for an advertisement in a leading Chicago daily. She arranged a display in the store and fired her sales personnel with enthusiasm.

Three hours after the store, Mandel's, had opened on that day, its entire stock was sold out and we received a hurry call to replenish. Two other Chicago department stores, which had purchased gingerly on the strength of my sale to Mandel's, also sold out quickly and reordered with a rush—probably as a

result of the Mandel advertisements and the publicity. In three days one department store sold more than 1,200 bottles.

With this record the telephone in our office started clattering, our production department began to hum, and we were off to the races.

Whipping together a mailing broadside titled, "Here's How Chicago Department Stores and Newspapers Launched a New and Revolutionary Idea," and scheduling a similar layout for a business paper advertisement, we went to work. The broadside was dispatched with a covering, personalized letter and a full-size bottle of Stopette Spray to every department store buyer and merchandise manager throughout the country.

There were similar mailings to women's page editors of every daily newspaper in the country and to every consumer and business paper editor, to all buying syndicate buyers, to all newspaper column syndicate editors, to radio and newspaper wire services. The Associated Press shot a brief story about it to its clients. We carried on to all radio network news commentators and to various other news distributors. Publicity began breaking.

In the meantime, armed with figures on the Chicago achievement, I set out on a flying tour of the country, selling faster and faster as sell-out after sell-out followed my route.

In a time so brief that my head still swims as I think of it, we had commissioned and trained, if hurriedly, three additional sales representatives. I had just completed that job when the Philadelphia Cosmetic Show popped up late in August. I can say, I believe, without straining the truth, that Stopette Spray was the hit of the show. Buyers there began to talk it up as a Christmas stocking gift.

On the Go

I rushed back home to handle the exhibit and sales at the Chicago Toiletries Show and then hopped off to Los Angeles, San Francisco, Portland, Denver and Dallas to select and train more sales representatives.

Back I went to Chicago. We set up a system of continuous periodic bulletins and mailings, of questionnaires to keep in touch with the wave of sales. We continued to pour out personalized letters to buyers, to merchandise managers, to news editors and to salesmen.

For two weeks at one stretch we were completely out of bottles and orders piled up alarmingly. Not all sales representatives could cope with the job and new men had to be found.



IN ACTION: Stopette's squeezable plastic bottle lends itself to a simple, dramatic counter display that pays off.

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During the late fall and early winter months sales continued to mount as the word spread. Stores in the warm South were obviously doing well, but so were the stores all over the cold northern states.

About this time we introduced a statement insert for department store end-of-the-month billings. Sales jumped again. Stores then sent out additional thousands of them with their December 1 billings, heretofore used only as a stimulant to Christmas gift package sales.

We thought department stores in the Deep South might advertise a deodorant spray in the winter, but to our surprise the advertisements were run, and continued to pull, as far north as Fargo, N. D.

Continued Campaign

During this period we began to plan our 1948 campaign to department stores and drug stores, our consumer and business paper advertising campaign, our new publicity campaign, and our point-of-sale material. About this time, also, we approached the field of beauty shops. Here the need of flexibility of operation became apparent.

One of Chicago's best beauty shop supply companies purchased two gross bottles of Stopette Spray on December 13 and started its salesmen out two days later after a brief indoctrination. That same afternoon the president of the company telephoned, saying, "You don't realize what a hot item you have." His immediate reorder was 10 gross bottles.

Following the same pattern as that adopted in connection with department stores, we sent a mailing to a selected list of beauty shop supply companies in key centers throughout the country, offering exclusive distributorship in respective areas. We retold to each the story of the success of the Chicago distributor. The response was instantaneous and orders poured in.

With no time to rest, I spent the first three months of 1948 touring major cities and beating the drums for spring promotions. This trip followed mass mailings sent out on January 5. We offered every retail store account a hard-hitting promotion consisting of display material, sales-stimulating ideas, and a series of 200- to 300-line daily newspaper advertisements, the advertising rate cost of which would be paid in cash 100% by Jules Montenier, Inc.

We poured our profits right back into promotion, and the stores accepted the idea immediately. In turn, the plan paid off with concentrated,



PAYOUT FOR DISPLAY SPACE: "It wasn't all beer and skittles. Stopette Spray had to be enthusiastically built up and sold relentlessly in each new store and each city."—William A. Wright.

continuous national advertising at the local level, along with our opening and sustained advertising in national consumer magazines.

Mass-Selling Mailings

Back in Chicago by the end of March, we began to prepare and coordinate mass-selling mailings to department stores, all chain drug buying headquarters, to some 20,000 independent drug stores, to an increased list of beauty shop supply companies, and to a selected list of men's stores.

However, once again, difficulties started to rise. Because of the continued slump in general toiletries business in some cities department stores were on newspaper space allocation for advertising which meant, somewhat illogically, smaller and smaller allocations to store toiletries departments by store advertising departments.

The first case experienced was in Milwaukee. Something had to be done, so we promptly "sold" three highly competitive department stores (Gimbels Bros., Ed Schuster & Co., and the Milwaukee Boston Store) on

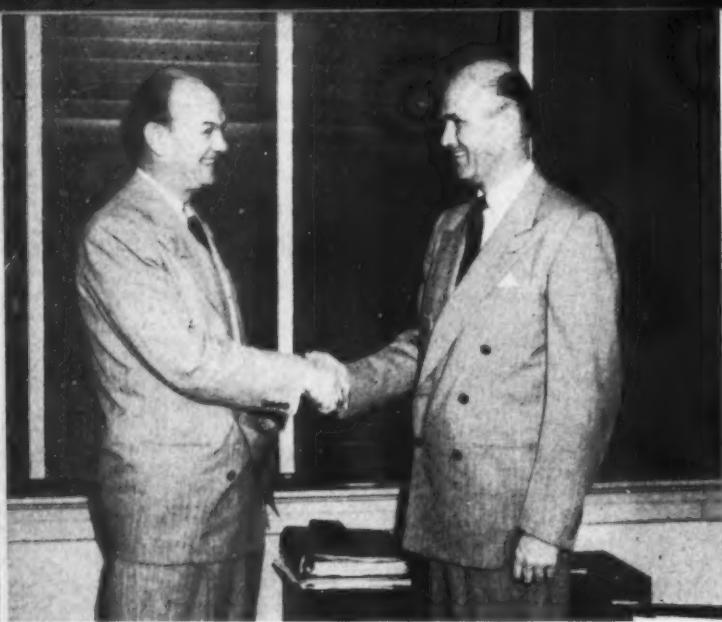
the idea of *all three*, however competitive, appearing on *each* of a series of 400-line advertisements, the space for which in *The Milwaukee Journal* we contracted and paid for at the national advertising rate.

This plan paid off so well in increased business for the stores that advertising space allocations to those toiletries departments by their store advertising departments was increased so that additional and individual store advertisements on Stopette Spray were run in Milwaukee newspapers. The stores themselves paid for these.

The "Milwaukee Plan"

Dubbing this the "Milwaukee Plan," we promptly applied it through our sales representatives and through mail efforts to several other cities where newspaper space appeared to be on allocation. In all cases the plan paid off.

We passed the million mark in sales sometime in mid-June, about six weeks short of a year after our first sales promotion in Chicago. Sales volume has been increasing steadily—and on a sound basis.



UP THROUGH SALES. . . . to the vice-presidency, general sales management of Philco Corp. That's a thumb-nail career story on John M. Otter (right). Behind the success story is the man himself: quiet, unruffled, efficient. Jack Otter got where he is the usual way: by application of nose to grindstone. But those on the inside believe that the next best reason for his success is that people like him. (He has fewer enemies than any executive you can name.) Not solely for his personality (there are as good on his sales forces) but because people believe what he says. He's been with Philco 22 years—started as district sales representative in north-eastern Pennsylvania. After nine years, an enviable record, he was made sales manager of the Philadelphia branch of Philco Distributors, Inc. A fair-ish golfer, he likes to play gin rummy, shares his enthusiasm for television with his two boys. With him: Reese Llewellyn, Great Lakes Div.

They're in the News

BRIGHT YOUNG MAN. . . . on the flying trapeze of radio, Charles R. Denny. A scant year ago he held the high-prestige, low-paying job of FCC chairman. Now, after six months with NBC, he's executive vice-president—the youngest exec. v.-p. in radio. Charley Denny was born—and bred—in Baltimore 36 years ago, graduated from Amherst and from Harvard Law School. During the two years after he captured his sheepskin he practiced law in D.C., quit to join Lands Division of Department of Justice. He served, simultaneously, as a special assistant to the Attorney General, a feat he likens to rubbing the head and patting the stomach at the same time. As general counsel for FCC he bossed a staff of 60 lawyers, conducted hearings on questions relating to radio, television and communications. All this when he was barely 30. He'll supervise network operations under Niles Trammell, NBC's president. He works at a desk as big as Ebbett's Field.



Photo by Guy Gillette

WHAT DO YOU DO . . . when you have a sure-fire product in need of a can't-miss advertising agency? You *can* give the account to an old golf buddy of a pal of yours. Or you can call in Daniel G. MacMillan. MacMillan heads up MacRann Associates, Inc., unique organization which combs its copious agency files and obtains complete information on your product—in order to understand your sales and advertising objectives—then invites qualified agencies to enter into direct negotiations with you. Expert guidance is MacRann's. Final decision is your's alone. MacMillan looks on the modest fee for all this research as the most important outlay of your advertising money, points out the time, money and bum starts saved. He's been with some of the largest agencies in important spots, was advertising manager for Great American Industries. Which makes him an interesting paradox: the brilliant scholar (Phi Beta) with a sharp business head. For more news of MacRann's activities, see page 104.

BY HARRY WOODWARD, JR.



Photo by Guy Gillette



THE GOOD-WILL AMBASSADOR . . . with the Latin name—and appeal—is Rafael Ordorica. Senor Ordorica—or Mr., as he prefers to be known—is as American as the hot dog despite the fact he was born in Mexico City; has the job of "selling" the Port of New Orleans, its advantages and facilities. He's sort of Ambassador-at-Large for International House, the International Trade Mart & the City of New Orleans (which, through its Office of International Relations, pays his salary). Ordorica will make periodic trips to Latin American countries, acquainting shippers, buyers, bankers, et al, with the fact that N.O. is the funnel through which goods of the Mississippi Valley pass to the world, and through which Latin American goods flow to the U.S. He resigned from his post as administrator of Associated Press's operations in Latin America to take the job. He married a girl from New Jersey.

Closer Sales-Advertising Tieup Augurs 25% Gain for Sherwin-Williams

As told to Maxwell Riddle by **CHARLES M. LEMPERLY**,
Vice-President and Director of Sales, The Sherwin-Williams Co.



"I want to put advertising to work."—
Charles M. Lemperly, v-p, S-W. Co.

The Sherwin-Williams Co., Cleveland, has begun a "calendar of events" program which it expects will produce an over-all sales gain of 25% next year, the first full year of its operation.

One southeastern division, which is operating under the plan, sold \$275,000 worth of house paint alone during the first two weeks in April. This was many times its sales during any similar period.

This calendar of events is part of a Sherwin-Williams plan to put its advertising to work. It results from my experience as an advertising man for many years, plus my later experience as a sales executive. I have learned to see the advertising picture from both sides of the fence.

I have become less interested in the size of the campaign and details of the schedules, than I am in doing an effective job with the advertising. Some of the reasons for my change of view arise out of my experience as a sales director in our own company.

In recent trips about the country, I have seen highly effective advertising campaigns, as for example in Scranton, Pa., and Cleveland, O.

National advertising can do only half a job if there isn't a close coordination between the work of the sales force, the advertising, and the activity at point-of-sale. A new selling plan, a "Calendar of Events" is demonstrating its workability for S-W.



But on the other hand, I have been shocked to find that the most expensive advertising programs, carefully planned and presented, were often being directed into a blind alley where they never had a chance.

Here's what happened in these cases. The sales and advertising program was prepared to the last detail at considerable time and expense. The presentation was made at a sales convention, and was greeted with waves of cheers. The district, division, and branch managers left the convention armed with sales portfolios, proofs, schedules, and detailed instructions. But believe it or not, in many cases only local advertising schedules were run in the papers.

There was a complete absence of all the merchandising forces which should be at work in any given city or town, if advertising was to have

any possible chance to pay out. There was no visible tie-in. There would be no proof of the advertisement put in dealers' windows, no banners out front, no displays in the windows tying in with the products advertised, no proof of the advertisements inside.

Planning Pays Off

Contrast this with a well thought out promotion of house paint in Scranton, Pa. There, 21 of the 22 Sherwin-Williams dealers tied in, not only in the newspaper advertisements, but at the point of sale, in windows, on counters, etc.

To get better co-ordination between seller plans, advertising, and the point of sale, we have worked out our calendar of events. Originally, this plan simply laid out a monthly schedule of sales and advertising



▲ RETAIL STORY: Salespeople tie paint, advertising and their sales talks into a single package. S-W helps them to do it.

◀ NO LOOSE ENDS: By attention to detail, Sherwin-Williams ties its national advertising into retail window displays.

plans which, together with the co-related store and window displays, advertisement proofs, and point of sales features, were sent to division and branch managers well in advance of a given month.

We were sure we had a uniform merchandising program all over the country which tied in with national newspaper and magazine advertising during that month. By giving branches the complete merchandising "package" and instructions, we made it easy for them to follow through.

This plan was well received by both our branches and our dealers. But, Sherwin-Williams has a large line of products. Many of these are highly seasonal, and the seasons are not the same in various parts of the country. So our calendar actually did not meet local weather conditions and buying habits in many sections.

For instance, the theme in one of our national monthly calendar of events was "winterizing your home." It was very timely up North, but it fell flat on its face in the deep South.

So after a few months of our original calendar, we found we could do better if we organized it on a division basis, and made it flexible enough to

meet local weather conditions and buying habits in the different sections of the country. We now have it so organized that we can supply each of our 32 divisions with its exact requirements at the correct time.

By August, we will have completed our entire 1949 schedule. This means that by August we can supply each of our divisions and branches with a complete set of tools to work with in scheduling its monthly calendar of events. This includes proofs of every advertisement available during the entire coming year, actual pictures of all display material in use in windows and inside stores, a complete outline of our national newspaper and magazine advertising, and instructions governing the dealer cooperative advertising plan.

In other words, instead of giving dealers a packaged plan once a month, which they have to use whether it suits their needs or not, we will now supply them completely packaged sets from which they may choose according to their geographic needs.

Sixty days before any given month, we send division and branch managers a blank calendar of events. A committee composed of the division manager and several branch managers, then plans and schedules the program of merchandising and advertising activities for the period two months hence. All the planning ties in with national advertising.

That of course, is only the starting point. Through each local branch manager, the schedule is put into the hands of dealers well in advance of

use. The branch manager is supplied with "tools." It is then up to the salesman, through personal contacts and dealer meetings, to see that these tools are used.

How It Operates

Here is a step-by-step outline of how a current month's calendar is used by our branches and dealers:

1. The branch manager holds a meeting of all branch personnel to discuss next week's merchandising. He introduces the advertisement which will run in the local paper, and ties it up with the national advertising then running. He gives a one minute sales talk on each of the products featured. Salespeople are given information on the qualities, selling points, and prices of the products featured. Arrangements are made for installing window displays and interior displays.

2. Advance proofs of the advertisement are taken to the dealers. The dealers are told that the advertisement will run the next week. Dealer tie-ins are arranged, and dealers are asked to use proofs in store windows and inside stores. Dealers are supplied with banners and counter displays. Meetings are arranged at which next week's featured products are explained to the salespeople.

3. Proofs are pasted in windows. Goods are checked to see that they are properly priced. Window displays are set up.

4. Pyramid displays of the same items are set up inside the stores as a reminder to customers that these items are being featured. Price cards are placed on the displays.

5. On easels supplied by the branch, other proofs are displayed, and these are surrounded by counter and floor displays of the goods, with signs reading "as advertised."

6. Salespeople are informed again on the items, reminded to mention them and recommend them to each customer, and to be ready with price information.

7. Dealers are checked just before, and during the week, to help with displays and ask questions.

This program seems so elementary and basic as to be hardly worth mentioning at all. Yet, I firmly believe that it must be the basis for all successful selling. A sale itself must be planned ahead. Advertising alone won't accomplish the selling job. But when it is made part of a complete package, including point of sales displays and hard selling on the part of the sales personnel; when these are functioning simultaneously, the results can be nothing other than highly favorable.

Koret Hikes Sales, Pares Costs, In Back-to-School Apparel Promotion

BY ELSA GIDLLOW

Last year a similar campaign sold 50,000 units in seven days. Response to the current campaign passed 80,000 in July, is expected to hit 100,000 before the promotion is closed. It's a story of well-merchandised advertising.

Last year Koret of California staged a promotion of a new ready-to-wear group—Companion Kordurlettes—which sold 50,000 pieces through 1,032 retail stores in 48 states in seven days.* The cost to the company was only 4.6% of the dollar value of the merchandise sold.

This year, by skillfully riding the wave of that promotion, Koret has sold out another Corduroy ensemble—Corduroys for '49ers—with 80,000 units already ordered for July delivery and a total delivery of 100,000 units anticipated by this month. Several hundred more retail stores bought the goods, and on the 1,032 that repeated, individual store orders averaged 40% higher this year.

The increase was achieved at a cost of even less than the 1947 figure of 4.6% of gross volume. The achievement is the more remarkable because of the unsettled state of retail business contributed to by election jitters, war scares and depression talk.

Turns the Trick

How did Koret turn the trick? It offered dealers a proven success, placed it in their hands three weeks earlier this year, accompanied it with a packaged plan of retail promotion, timed it to California's Centennial celebrations, and in field selling skillfully used last year's successes to double this year's.

The planning for 1948 dates back to August, 1947. As soon as they found they were completely sold out, Koret heads of sales, merchandising, publicity, advertising and production got into a huddle and laid out the strategy to put over 1948's promotion of "Corduroys for '49ers." Their aim was to beat last year's sales fig-

ures by at least 15,000 units.

The basic campaign plan which had given such satisfactory results in last summer's promotion was followed closely, but a new look was added, also extra services for retailers. Again, Director of Sales Douglas H. Hawkins emphasizes, "timing was of the essence." Again the steps from procurement through styling, production, advertising, planning, sales control and publicity at point-of-sale were time-clocked. Dealers proved last year that they could rely on delivery promises. This year they felt safe to plan their own campaigns well ahead.

Mass Advertising

Last year's mass advertising medium was *Life* magazine. This year, Koret chose *Mademoiselle*. "The reason for putting the double-spread promotion into this magazine," says Advertising Manager Gertrude Smith, "is that *Mademoiselle* is the most authoritative magazine for back-to-school, ready-to-wear 'news,' and the 'Corduroys-for-'49ers' theme is aimed at that market." Further, Koret executives believe that this magazine has done "a fabulous job" in establishing itself as the leader in store-wide promotions for back-to-school business. One page of the spread is in four colors, and the facing page is in black and white with one color.

Last year, Koret's 50 sales representatives in the field were briefed in April. This year's promotion went into their hands in March, three weeks in advance of last year's calendar.

It has been customary for ready-to-wear retailers to order merchandise 60 days prior to the desired delivery date—and they thought that pretty reckless! Koret's salesmen went to them from four to four and one-half months prior to delivery

date this spring; they found them eager and willing to buy, despite the current instability of business at the retail level. The reason:

"We were bringing them a proven promotion," says Director of Sales Hawkins. "They knew from their own results on the Companion Corduroys last year what the sales possibilities were. They also knew that when they tried to reorder they couldn't get any more. (The merchandise was sold out as Koret representatives had told them it would be.) So they placed, on the average, 40% larger orders."

What besides their own good experience with the merchandise and with the company stimulated them to this confidence? Predominantly, the promotion package of dealer aids and the kind of advertising and publicity support given nationally and in retailers' own local territory. This covered a lot of ground last year. For the 1948 campaign it will be even more intensive.

Here's how the sales representation brought to them the facts on how they were to be helped in selling the merchandise:

Book in Corduroy

The presentation book was bound in brown corduroy lettered in gold, with "gold" coins strewn on the front, to set the theme of "Corduroys for '49ers." It opened accordion-style to tell the story in 8 poster-like pages. Page 1 pictured last year's Corduroy Companions and in 16 telegraphic words stated that 1,032 stores sold 50,000 units in record check-out time. Page 2 capitalized on the publicity accorded the feat in business publications.

"Now Come 7 Wonderful New Styles Beamed to Help You Beat Last Year's Figures," page 3 announced. Successive pages described and illustrated the advertising in *Mademoiselle*. Poster-pages 5 and 6 brought the presentation to a climax with this copy:

"To put this important promotion to work in your stores, Koret of California will supply you with a promotion package of these important aids: reprints of double-page *Mademoiselle* advertisement in color; large color

* See SALES MANAGEMENT, October 15, 1947.

blow-ups of the advertisement for windows and department; dealer mat to tie in with *Mademoiselle* advertisement; dealer mat for follow-up after first promotion date; suggested radio commercials on corduroy group; sales training material on group for your sales personnel; all merchandise tagged, 'Advertised in *Mademoiselle*'."

Page 7 showed photographs of the garments being modeled, supplementing actual samples carried by salesmen.

Page 8 showed swatches of the six "mix-or-match colors," given life by being affixed like pennants in a breeze.

Display in Showrooms

The presentation, which opened to stand on floor or table, was also used as a display piece at meetings and in showrooms.

Sales strategy was smart, too. Each salesman went into the field armed with complete facts on his territory, such as: which stores bought the corduroys last year, how many units, how the dealer handled his quota, etc. In addition, the salesman had a sheaf of reminder notes to send to prospects in advance of calls. The notes said, in effect: "You bought our corduroys last year. We will be around in a few days to show you our Corduroys for '49ers promotion. Let's beat last year's sales figures."

The six garments in last year's companion group totaled a retail value of \$79. Here are the units, with price, in this year's promotion:

Cape	\$22.95
Jumper	14.95
Slax	8.95
Vest	5.95
Shirt	8.95
Jacket	12.95
Peddle-pushers	7.95
TOTAL	\$82.65

for the seven garments bought at retail . . .

At the same time, business paper advertising started. "Pair-offs are Pay-offs" was the theme. At weekly intervals, running to June 1, one-column, front-page boxes tied in with inside display pages. They asked and answered the What, When, and Why of the Pair-off, Pay-off theme.

Came the pay-off for the pair-offs: By June the Koret field staff had passed its goal of 65,000 units. Three weeks later orders for delivery by July 10 had zoomed to 80,000 units. That exhausted current production and the brakes were put on—but orders kept coming in for August delivery. Koret executives got hold of some extra yardage in corduroy (It's still fairly scarce.), and they expect to deliver before the end of August double last year's record, or a total of 100,000 units.

Keeping their timing as strict as last year, Publicity Department personnel are ready to merchandise publicity material into every city and town in which the corduroys are sold, supporting dealers as they launch their own fall selling programs. Publicity Director Al Citron says the material will be in the form of glossy photographs of the '49er styles for large metropolitan newspapers and fashion publicity mats for smaller newspapers. Photographs and mats will be accompanied by general news releases pointing up each illustration as one of the outstanding fall fashion styles and fabrics.

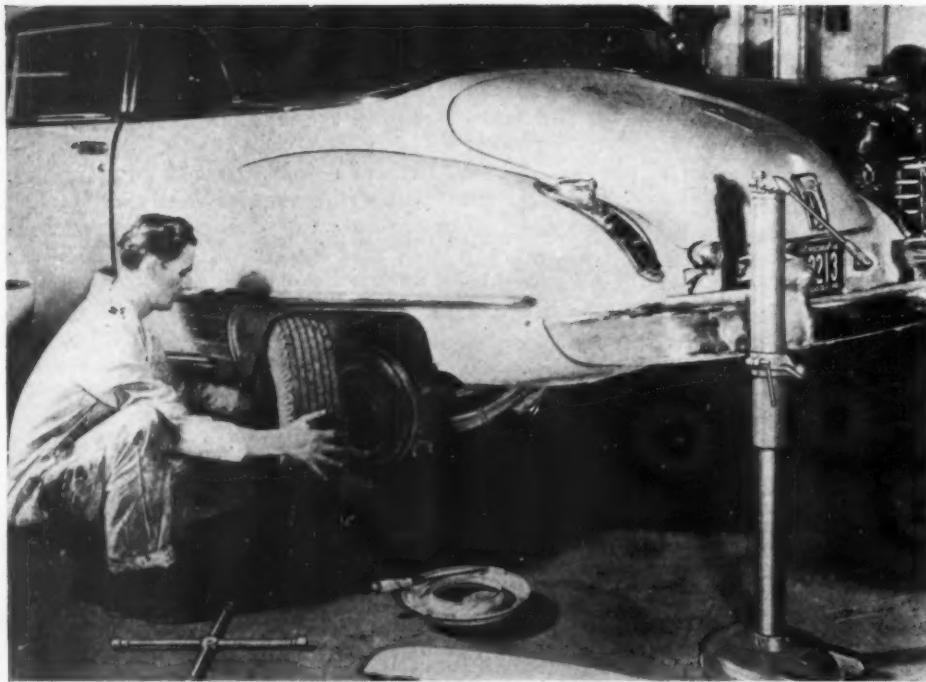
Koret Advises

At the same time Koret will make a point of advising each editor of the name of the local dealer (or dealers) who will carry the style in question. At the bottom of each picture is inserted the line: "Call our fashion department and we will tell you where to get this item" or "You may purchase this style at Blank's Emporium."

Koret stylists and planners who believed they could adapt mass production, long-range planning and modern sales tools and promotional artillery to the one-time notoriously unstable ready-to-wear industry, believe that this year's record on their featured promotion more than justifies the faith they had in their technique.



TAKE GUESS WORK OUT OF PROMOTION: To prepare for its "Corduroy for '49ers", Koret accumulated fabric for a year, staked the pay-off on a one-shot promotion. Douglas Hawkins (left), director of sales, and Henry B. Weil, merchandise manager, give the quizzical eye to a piece in the promotion. They took calculated risk.



AUTO MECHANIC does not have to kneel on wet or dirty floors to position the Lift-Post. It takes up less space than the regular jacks.

coming your way . . .

.....**lift-post**, an auto jack designed for commercial garage use, speeds up the task of tire changing. It is equipped with wheels and can be rolled quickly to any job. Furthermore, with the new auto jack the mechanic need not kneel on wet or dirty floors to place it in position. He operates it standing up. It exposes the full wheel so that wheels may be washed faster and chains put on more easily. Working parts are protected by fully enclosed construction. The Lift-Post also may be used for road calls as it is strong enough to lift cars and small trucks out of soft or muddy ditches. It is a product of the Blackhawk Manufacturing Co., Milwaukee 1, Wis.

.....**fanlamp**, a combination floor lamp and heat and smoke dispelling fan, has been designed by Walton Laboratories, Inc. The lamp provides indirect lighting. The lampshade acts as a funnel. Cool air is brought up from the floor by a 500 cubic ft. per minute draftless fan, and is mixed with the warmer air in the upper part of the room, giving a cooling effect. This method is said to prevent drafts. Also any smoke in the room where the Fanlamp is in operation will be attracted to the funnel, carried upwards, churned and dissipated. It is distributed by Abbeon Supply Co., 58-10 41st

Drive, Woodside, New York City.

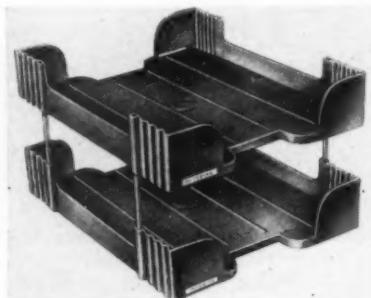
.....**combination hot water bottle and ice bag** has been made ready for the market. This revolutionary item is made possible through the use of a chemically controlled solution that is electronically sealed in a bag of Vinylite plastic. Placed in the freezing compartment of a refrigerator, it becomes an ice pack; five minutes in boiling water and it becomes a hot water bottle. Producer: Alden Wonder Plastic Co., 6512 Walker St., Minneapolis.

.....**versatile drawing instrument** serves as a compass, protractor, ruler and T-Square. One end is equipped with a free-action, clear plastic pivot button which magnifies, therefore permitting absolute correctness when



NEW DRAWING TOOL serves as a compass, protractor, ruler and T-square.

placed over the point that serves as the circle center. One edge of the instrument has pencil-point holes for making circles of $\frac{5}{8}$ inch to 6 inches in diameter. As a ruler it is graduated into $1/16$ inch calibrations. Fashioned of Vinylite rigid plastic. The device is made by Danat Co., 315 W. Van Buren St., Chicago 7, Ill.



DESK TRAY may be built up with as many tiers as desired. It is made of plastic, has rubber feet.

.....**lettadex** features curved easy access opening with raised floor so fingers may slide under papers. To give added accessibility the aluminum posts are set back from the corners. The Lettadex has slots molded into each end of the trays to provide for insertion of indicator tabs. It is made of non-chipping, non-scratching plastic and is equipped with rubber feet. Produced by Zephyr American Corp., 2 W. 46th St., New York City.

**You Get a Bigger
Telephone Package
Than Ever Before**



WHEN you buy telephone service you buy a great big package of convenience, safety, happiness and achievement all wrapped into one. More minutes in the day. More things done, more easily.

You buy contacts with people — a quick, dependable, economical way of keeping in touch with almost everybody, everywhere.

You now get a bigger package than ever because there are more telephones than ever.

In the three years since the war, we've added nearly 9,000,000 new Bell telephones — an increase of 40%.

Many of these new telephones are right in your city, town or neighborhood. They are friends,

relatives, neighbors, doctors, nurses, stores, offices: a larger world within your reach. The value of your own telephone has increased because you can call so many more people — and so many more can call you.

It's a big package, this telephone package, and it keeps on getting bigger day by day.

BELL TELEPHONE SYSTEM



Building the Fact-and-Figure Base For the Realistic Sales Budget

BY CHARLES W. SMITH • *Marketing Consultant, McKinsey & Company, Management Consultants*

Part II of an article in two parts*

What data do you need in order to set up a reasonably accurate projection of sales in dollars and units, for the year ahead? When you have the facts, how do you organize them to draw out their meaning for a sales budget?

The importance of sales budgets and the major problems involved in developing them were discussed in a previous article "The Sales Budget: Blueprint for More Efficient Marketing.* This article presents the techniques of marketing research available to the sales manager in developing the facts needed to build a sound sales budget.

As previously defined, a sales budget is a realistic projection of a company's sales plans in terms of units and/or dollars over a period of time not exceeding 12 months. The

steps necessary to build a sales budget are essentially as follows:

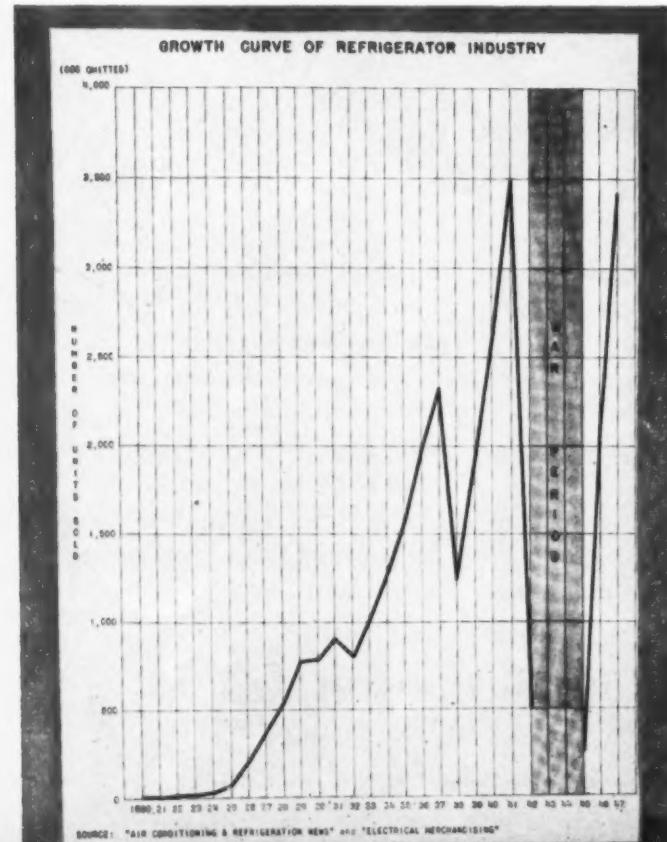
1. Prepare a forecast of total company sales volume by products for one year in advance.
2. Determine the seasonal distribution of the sales of each product.
3. Prepare an estimate of sales volume for each sales territory.
4. Prepare any other required sales objective figures (such as for key accounts and by class of trade).
5. Summarize the data and present the completed budget for management approval.

FORECAST BY PRODUCTS

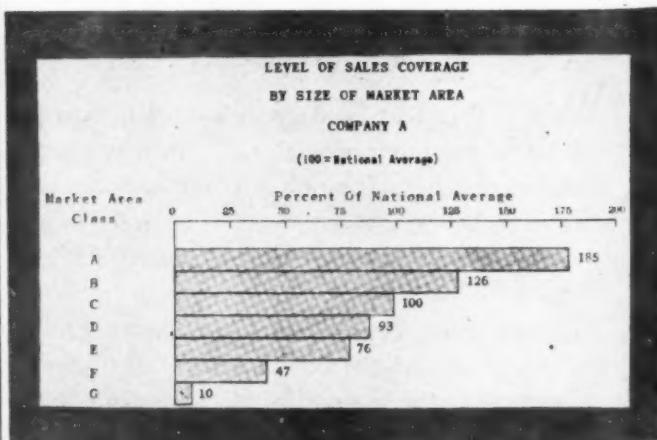
To prepare a forecast of total company sales volume by products, it is necessary to determine for each:

1. The curve of sales growth.

* For first part, see the July 1 issue of *SALES MANAGEMENT*. The two articles will be combined in a single reprint available through the Readers' Service Bureau at 25c a copy, on or about August 10.



◀ **INFANT, TEEN-AGE OR MATURE?** (Exhibit III) The making of a growth curve is an important aid in sales budgeting. A product's relative stage of development offers important clues to its future expectancy. Here for example, is a graphic representation of the sales history of electric refrigerators.



▲ **WEAK SPOTS IN MARKETING:** (Exhibit IV) They show up in analyses that plot sales coverage by size of market area. When coverage is matched against potential, a company can readily see which areas need more man-power, which are over-staffed.



What does the South like to read?

WHICH editorial and advertising techniques attract the greatest number of readers among families of the rural South?

Every sales-minded executive wants the answer, as a basic guide to sales and advertising strategy in this vitally important 14-state market.

To find the answer, a survey of readership of one edition of *The Progressive Farmer* was recently made by The Advertising Research Foundation, sponsored by the American Association of Advertising Agencies and Association of National Advertisers.

► The average page of the 128-page issue of *The Progressive Farmer* was read by 47% of men readers and 47% of women readers.

► The five *editorial* pages best-read

by men attracted an average of 81% of men readers, and the five best-read by women attracted an average of 80% of women readers.

► The five *advertising* pages best-read by men attracted an average of 81% of men readers, and the five best-read by women attracted an average of 74% of women readers.

► The page with the greatest attraction for young folks was read by 84% of male readers and 81% of female readers.

To see the 128 pages—with readership scores for every editorial item and every display advertisement—ask any office of *The Progressive Farmer* for Study No. 6 of The Continuing Study of Farm Publications. *It comes to you without charge!*



Advertising Offices: BIRMINGHAM, RALEIGH
MEMPHIS, DALLAS, NEW YORK, CHICAGO
Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles

for various consumer products is related to such statistically measurable factors as spendable income, the number of births and marriages.

Another technique which can be used to determine the nature of consumer demand is the consumer purchase study. By determining what consumers have bought in the past, particularly when such studies are made at periodic intervals of one year or less, it is possible to determine the trend of consumer preference between various brands of products, and consumer preferences by size, color, or style. It is also possible to determine trends in consumer preferences for various price lines. By identifying major segments of consumer demand and the trend of preference in each segment, it is possible to increase the accuracy of demand projections.

(c) Appraisal of Promotion and Advertising Requirements

To prepare a sound sales projection, the amount of advertising and promotion to be put behind each product must be known.

While some companies have measured the amount of work actually done by their sales force, many other companies have no factual basis for appraising the adequacy of their expenditures for direct selling expense. For any sales projection to be realistic, a company must have an adequate number of salesmen to move

the forecasted volume of goods.

The amount of advertising expenditure behind a particular product also affects the sales projection. If a product is in competition with other similar products, it is essential to analyze the nature and amount of each competitor's advertising expenditure. It may be possible, of course, to attain the estimated volume without matching the advertising expenditures of competitors. But no sales projection can be soundly made unless the role of advertising has been carefully assessed in advance.

(d) Factors Limiting Ability to Meet Potential Demand

In many companies, the sales projection is not realistic unless it takes into account the company's ability to meet fully the potential consumer demand for its products. In some instances, the capacity of productive facilities is limited. In other cases, raw material shortages (such as sheet steel) keep production below factory capacity. Lack of storage facilities for high seasonal inventories may also limit a company's capacity to meet consumer demand. If any of these conditions exist, the sales projection should not exceed the capacity to deliver, since that can only lead to excessive selling costs and lower profits.

After the sales manager has appraised each product's position on the sales growth curve, and determined

the demand, advertising, promotion and other factors affecting the company's volume and gross profit, he must then project each product's sales in terms of a long-range, over-all sales program. He may decide to soft pedal activity in support of a low-profit line and step up sales effort in a higher margin product. Whatever decisions he reaches, however, must be set down clearly in writing for transmittal to the president and other chief executives. Top management agreement regarding a company's sales objectives is the cornerstone of any successful sales program, and it is the sales manager's function to see that such agreement is reached.

SEASONAL SALES BY PRODUCTS

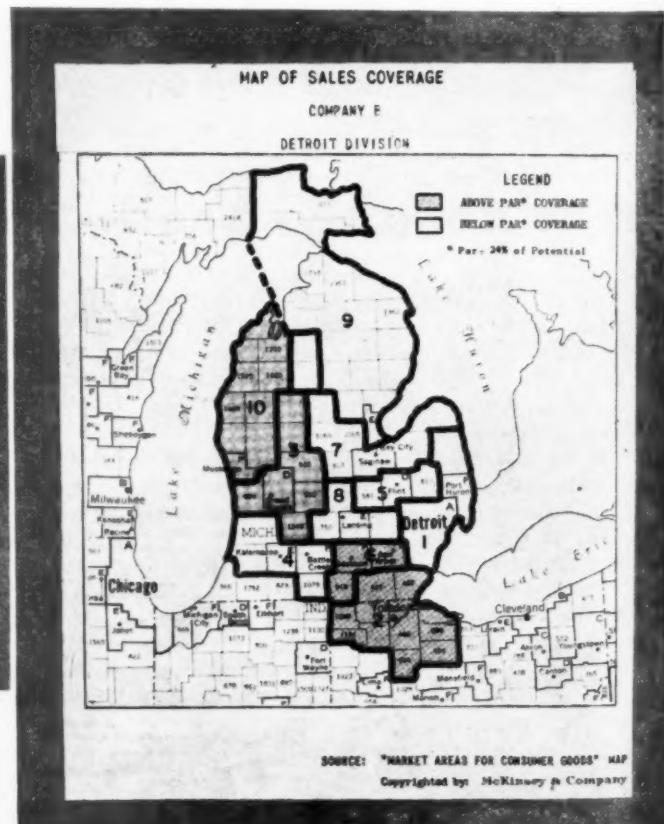
After the annual sales plan for each product has been prepared, it is necessary for the sales manager to break down this estimate by months in order to provide the factory with a basis for production schedules.

In certain companies (for example, those which are just starting in business), it is not possible to base such estimates on factual evidence. In well established companies, however, the sales manager should obtain an analysis of past sales by months to determine the seasonal pattern of sales. Since actual sales will never follow the pattern exactly, it is sufficient to obtain a round percentage estimate of volume to be obtained in each

► IN BLACK AND WHITE: (Exhibit V) A comparison between last year's sales and projected volume will serve to indicate the percentage of increase or decrease charted for each territory. The table should show also the per cent of potential.

SALES CONTROL AREA		SALES PLAN - YEAR 1946		
		SALES PLAN - YEAR 1946		
NUMBER	NAME	VOLUME	S OF 1947	S OF POTENTIAL
1	DETROIT	\$ 201,575	\$100,000	125
2	TOLEDO	160,180	130,000	110
3	GRAND RAPIDS	129,712	140,000	107
4	KALAMAZOO	38,000	40,000	20
5	FLINT	26,396	22,000	15
6	JACKSON	24,497	40,000	116
7	SAUGEN	20,116	28,000	115
8	LANSING	19,666	28,000	120
9	DAY CITY	24,111	32,000	130
10	MUSKEGON	25,056	30,000	117
TOTAL		\$ 769,522	\$895,000	125

► MAP TRANSLATION: (Exhibit VI) When the figures have been completed as in Exhibit V., they should be plotted and keyed on a map. Shading differentiates between territories above average in performance and those below average.



**Less travel time gives you more sales time
- with a Beechcraft Bonanza**



Red Devil Tools.

IRVINGTON II, NEW JERSEY, U.S.A.

Mr. Walter H. Beech, President
Beech Aircraft Corporation
Wichita, Kansas

Dear Mr. Beech:

Here is how we use our "Red Devil" Beechcraft Bonanza. Mainly we put it to work transporting our executives and salesmen from our main factory in Irvington, New Jersey to our other factories in Windsor Locks, Connecticut; Racine, Wisconsin; and Chicago, Illinois. Then we use it to keep us in close, personal touch with customers, wherever located.

Instead of leaving New Jersey early in the morning to arrive in Windsor Locks at four or five o'clock in the afternoon, we find it possible to hop up in less than one hour. In the same way, Racine becomes a morning or afternoon trip instead of overnight by train, and a short line morning trip from Chicago up. We of course get a great kick out of the plane personally as well as from a business angle.

In executive time saved alone, the Bonanza long ago paid for itself. And that does not take into consideration the additional business we have gained through a sales force that "flies".

Yours truly,
George L.
George L. Lee

The time it takes key men to travel somewhere has long been the limiting factor of many a business. But when you put a fast, versatile 4-place Bonanza on the company pay roll—as have Red Devil Tools—travel time is slashed by two-thirds. Think of what such a reduction can do for your organization's sales force. And add to this the fact that quiet, comfortable Bonanza travel can cost as little as 1¢ per passenger mile.

• A note on your company letterhead will bring an informative brochure on "The Air Fleet of American Business." Write today to Beech Aircraft Corporation, Wichita, Kansas, U. S. A.



Top speed, 184 mph
Cruising Speed, 172 mph
Range, 750 miles

**BEECHCRAFT
BONANZA**
MODEL 35

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

month. These percentages, applied against the annual estimates, will determine the quantity of each product which should be available for shipment each month. The factory can then set up production schedules to either stockpile inventories to meet these requirements, or set production schedules to turn out the merchandise as needed.

Because actual sales seldom follow the monthly forecasts exactly, the sales manager should set up procedures to compare actual orders received against the sales plan month-by-month. By watching the variation of actual sales from the plan, he can move quickly to determine the reasons for sales variances. With such a basis of control, he will be able to inform the production department whether variances from the sales plan indicate the need for revising production schedules. He will be in a position to direct selling effort to items which are falling behind plan, and to soft-pedal activity on items which are oversold, until production can be stepped up to meet demand.

TERRITORY SALES GOAL FIGURES

If a sales plan is to be fully effective, it should be broken down by sales territories. In some companies, territory sales plans are known as

sales quotas. By whatever name they are called, however, it is vital that each salesman on the firing line have a concrete idea as to the sales volume he is expected to produce in any 12-month period.

To set up realistic sales budgets for each territory, it is necessary to determine the following:

1. Level of sales coverage in every territory (by comparing actual sales for the previous year with the amount of sales potential).
2. Trend of past sales in each territory by products.
3. Level of sales coverage by size of market area.
4. Level of selling expense in each territory.

(a) Sales Coverage by Territories

Many companies have never studied intensively on an organized basis the distribution of the sales potential for their products by sales territories. As a result, they do not have a clear picture of the weaknesses in their system of distribution, or of the opportunities such weaknesses present for increasing their sales volume profitably.

Distribution sales analysis techniques are available which make it possible for any company to appraise

realistically the distribution of its sales coverage by areas of the country.*

(b) Trend of Sales by Products in Each Territory

When the level of sales coverage has been established, it is helpful to analyze the trend of past sales in each territory by products. In many poorly covered territories, it will be found that sales are confined to one or two products out of a much longer line of products. In some cases, it will also be found that sales of important products have not shown any appreciable increase over a number of years. Such facts provide the basis for taking action with regard to improving sales coverage.

(c) Level of Sales Coverage by Size of Market Area

In many companies selling consumer goods, top management has never analyzed sales coverage by size of market area. As a result, such companies are passing up profitable volume in small cities through failure to provide the sales manpower required to cover secondary market areas. By comparing the distribution

* See January 15th issue of *SALES MANAGEMENT*, pp. 37-39.

LEAD THE LEAGUE WITH WBT!

It's easy! For WBT's 5:00 a.m. to 11:30 a.m. batting order is one of the longest, strongest block-programming lineups in all radio.

LEADOFF MAN IS GRADY COLE (5:00-9:00 a.m.), VARIETY Award-winning WBT farm editor who performs such miracles as selling 320,000 chicks in eight days. Average unsolicited fanmail: 8,000 cards and letters a month.

NUMBER TWO MAN IS KURT WEBSTER (9:00-10:30 a.m.), whose single-handed revival of the tune "Heartaches" sold more than 3,000,000 records. Now he's emcee of a fast-moving audience participation show, "What's Cookin'?"—a solid hit!

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A big-league trio. Yet even before these heavy hitters were one-two-three on WBT, more Charlotte listeners tuned to WBT than to ALL other stations combined, all morning long!*

Now WBT's batting average will be higher than ever. You'll lead the league, too, if you let Grady Cole or Kurt Webster go to bat for you.

WBT *Broadcasting Company*
Jefferson Standard 50,000 watts • Represented by Radio Sales • Charlotte, N.C.

*8:00 a.m.-12:00 noon average, Mon. through Fri.—C. E. Hooper, Oct. 1947-Feb. 1948.

of sales potential with actual sales for one year by size of market area, major weaknesses in marketing policy will be clearly shown. An illustration of one such analysis is shown in Exhibit IV. Based on this evidence, the top management of Company A reached a decision and initiated action to correct the weakness shown. The results have been increased sales and profits in a competitive industry.

(d) Level of Selling Expense

As a safeguard to company profits, the sales manager should compare total annual earnings of each salesman plus his traveling expenses with the anticipated sales budget in every sales territory. The number of accounts assigned to each territory, the cost per call and per day of the salesman's actual working time, and other pertinent data affecting the level of direct selling expense should also be determined.

In many instances, marginal territories will be disclosed, which can be covered only at a very high selling expense. Whether it is in the company's long-range interest to continue to cultivate these territories with regular salesmen, work them with junior salesmen who can be hired at a smaller annual compensation, employ manufacturer's agents, or set up

a mail-order division to solicit business from accounts in these areas, is a decision for top management after careful review of the facts.

OTHER SALES OBJECTIVES

The sales manager may find it helpful to prepare other types of sales objectives, (for example, by key accounts or class of trade).

When the sales manager needs to establish sales objectives for key accounts (as in the case of companies selling to a few large customers), a well known technique used by many companies is to discuss with key customer executives the outlook for their business in the coming 12 months. Such discussions not only provide information which is helpful in estimating future customer requirements, but often bring out opportunities to improve product performance.

Class of trade sales objectives, by disclosing the relative importance of individual channels of distribution, provide the basis for special promotional and advertising programs designed to develop business through specific trade channels.

SUMMARIZING DATA

The primary objective of any sales budget is to make it easy for top

management to visualize the sales plans of the company for a 12-month period in advance. The sales manager therefore, must summarize his sales budget figures clearly and concisely into an organized framework of reference. Such a summary should include the following as a minimum:

1. *A statement of the assumptions which have been made in making the budget:* (For example, if it has been assumed that business will remain at the same level as the present year, that should be clearly indicated.) In addition, any special factors which have been taken into account in arriving at the estimates should be stated. (For example, if a competitor is expected to re-enter a particular field during the 12-month period for which the sales forecast is prepared, that fact should be recorded.) If prices have been changed, the influence of such increases on unit volume should be anticipated.

2. *Total sales:* Total sales volume should be clearly indicated in comparison with previous years' sales. If possible, the rate of increase projected for the coming year should be shown on an attached chart.

3. *Sales by products:* Whenever a company sells more than one product, it is important to show separate esti-



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mates for each product. When these estimates are for individual products, they should be expressed in terms of units as well as dollars. The percentage increase or decrease over the preceding year should be clearly indicated in the tabulation. Gross profit on each product should be indicated both in dollars and as a percent of sales. Where products are to be sold at a low margin of profit, the reason for including such products in the sales plan should be clearly indicated by footnotes.

4. *Sales by class of trade:* Whenever a company is selling to more than one class of trade, the sales

objective for each class of trade should be clearly summarized. This summary should provide a comparison with the preceding year and show the percentage change for each class of trade.

5. *Sales by territories:* Depending upon the complexity of the particular system of distribution, sales by territories should be clearly shown. Where the number of territories is too large to be shown in a single tabulation, sales by regions or districts should be shown instead.

A comparison between last year's sales and the projected sales plan will serve to indicate the percentage

increase or decrease in each territory (region). The tabulation (see Exhibit V) should also indicate the amount of potential in each territory and the level of sales coverage which will be reached by achieving the sales plan for the coming year.

To make the sales coverage analysis clear to top management, it should be shown graphically on a map (see Exhibit VI) which has been drawn to indicate territories in which sales coverage is above average, as contrasted with those in which sales coverage is below average.

6. *Selling expense:* Total anticipated selling expense should be shown clearly. The amount of detail necessary will depend upon the nature of the selling expense items. If advertising and promotion are a major expense, their cost should also be allocated by territories.

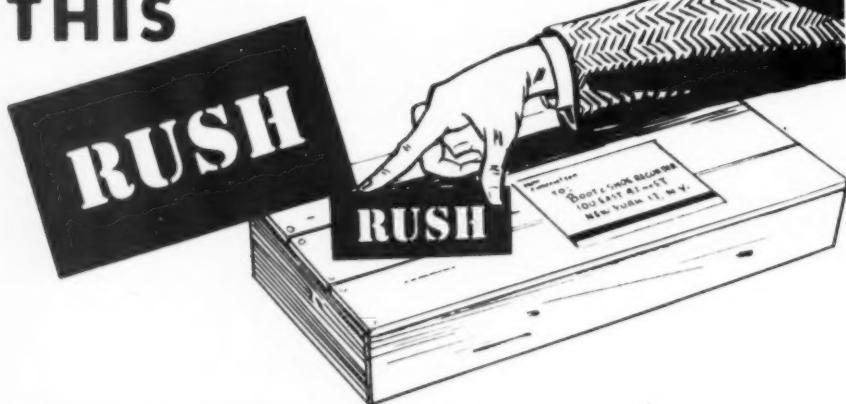
As a minimum, however, the amount to be spent for direct selling expense (salesmen's salaries, commissions and traveling expenses) should be shown in dollars and as a percentage of planned sales volume. Territories which have a relatively high percentage of direct selling expense to sales should be clearly shown in the tabulation. The reasons for continuing to sell in these territories should be given so that management will have a basis for deciding whether such action is in the company's overall interest.

SUMMARY AND CONCLUSION

A sales manager who has previously operated without a sales budget will realize a number of advantages from preparing a budget along the lines suggested in this discussion. Merely by putting his plans on paper, he will find that he knows more about his operation than ever before. Top management will be more receptive to his suggested programs of action because he will be able more easily to demonstrate how his plans will result in a satisfactory net profit. By so doing, he will set up a standard by which top management can judge the caliber of his performance as a sales manager. Finally, by showing management that he has the ability to plan effectively, he will demonstrate his ability to assume broader management responsibility.

In the days ahead, a progressively higher premium is going to be placed on well thought out marketing strategy and programming. Sales managers who operate on the basis of a sound sales budget not only know what they are trying to do, but are in a position to prove that they have achieved what they set out to do.

AVOID THIS



IMPORTANT NOTICE FOR

Recorder

OCTOBER 15TH,
SHOE FAIR ISSUE ADVERTISERS
FINAL CLOSING DATE • SEPTEMBER 27

EARLIER RECEIPT OF COPY WILL HELP MATERIALLY TO SECURE BETTER POSITION

THIS ISSUE GUARANTEED

20,000 COPIES

PLUS SUBSTANTIAL
ADDITIONAL CIRCULATION
AT THE SHOE FAIR.

Biggest buy of the shoe advertising year is Boot and Shoe Recorder's Shoe Fair issue October 15th. It's a take along buying guide for retailers attending the fair and a year round desk companion for buyers in all branches of the Shoe, Leather and Allied Fields. Because this issue must be out on time Boot and Shoe Recorder asks, "Please get an early start on your production."

BOOT AND SHOE

A.B.C. RECORDER A.B.P.

A Chilton  Publication

100 EAST 42nd STREET • NEW YORK 17, N. Y.
Boston • Chicago • St. Louis • Philadelphia • Los Angeles

How "Ditch-Digging" Advertising

Reg. U.S.
Pat. Off.

sells by helping people buy



"Ditch-Digging" Advertising steps out of the show window, rolls up its sleeves, and digs for business by helping people understand the values—to them—of what you have to sell.

Most businesses are built on the proposition that sound values are offered in products or services that make it possible for the customer to get more out of life, or, if he's a *business* customer, to get a better job done.

"Ditch-Digging" Advertising is based on helping customers and prospects understand what a product can do for them, rather than on bludgeoning them with "sales arguments" or seducing them with "psychological nuances."

Sometimes advertising that sincerely *aims* at helping people understand values falls short of reaching its goal. A realistic study of such situations generally reveals that the advertising describes the product's advantages as the *manufacturer* sees them, not as the prospect sees them.

And we mean as the prospect *really* sees them. Not as the advertiser thinks he *ought* to see them.

So, clearly, the first step is to find out for sure what viewpoints, prejudices, and confusions cloak the product in the minds of your customers and prospects. This is No. 1.

Two more steps add more selling force

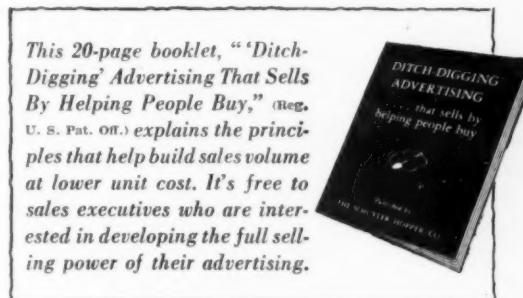
Although finding out what to say for best results, *product by product and market by market*,

ket, is by far the most important element in "Ditch-Digging" Advertising, steps 2 and 3 are needed to help chart your course.

2. Locate all the specifying and buying influences, including those not normally reached by your salesmen. (Do you *know* them all?)
3. Determine how to get what needs to be said to the right people at the right time with the right frequency at the most reasonable cost (by direct mail, magazines, handbooks, radio, or any other mechanical means that can best further a true understanding of the product's values).

Put these three elements together and you've got a prior knowledge of what to say, to whom, how, and how often, for best results.

That's "Ditch-Digging" Advertising... a sales tool that will help you make the printed word do more of the *telling* in selling so that your salesmen can use more of *their* costly time for *closing*.



THE SCHUYLER HOPPER CO.

"Advertising that sells by helping people buy"

12 EAST 41st STREET, NEW YORK 17, N.Y. • LEXINGTON 2-1790



BOB COLLINS came to the plains from Kentucky, has farmed in South Dakota for 40 years.

"I like... Farming by the



MACHINES, like this new self-propelled combine, make big-acre farming profitable. Other equipment includes tractors, trucks, harvesters, windrower, power mowers, 21-ft. disk, grain auger.

The best people in The Country

"the Square Mile"

says Bob Collins of Tripp County, South Dakota, who started on a homestead and now has 3,000 acres.

BOB COLLINS likes to farm where the horizon is the limit. He wouldn't be happy on land where boundaries are drawn tight.

The Collinses are intensely loyal to this vast, open country that seems to scoff at little plans and small ventures. They know the charm of its distances, the rigors of its weather, its free hand with fortune and misfortune.

Bob and Zera began with only a quarter section 38 years ago. They lived in a sod house on a homestead and broke the virgin prairie to make their start. Since then they have withstood drought, depression, foreclosure—and prospered. Today they are clearing \$25,000 to \$30,000 a year.

Five of the six Collins girls are through college and married. Bob and Zera and teen-age daughter Connie carry on at home. With 3,000 acres free and clear and the best of machines to work the land, they can be confident that good farming will continue to bring them the most satisfying of returns—good living.

This Country Gentleman family is the subject of an interest-packed word-and-picture article in the August issue of the magazine. Country Gentleman's 2,300,000 subscribers know these "family portraits" as the Good Farming-Good Living series—the immensely popular true stories read in the best homes all over Rural America.



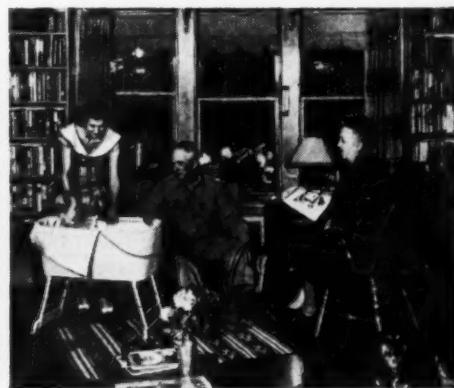
MRS. COLLINS does many friendly favors for the local Indians who often bring her gifts.



THERE'S MORE than \$70,000 worth of prime beef in this feed lot. Bob gets most of his income from cattle and small grains—also grows corn and sorghum. Rich, black soil yields bumper crops.



DAUGHTERS CHRISTINE and Connie consider a party dress. Connie goes to high school. Christine, once a fashion designer, prefers life on the farm, as does her husband, a former architectural engineer.



THE COLLINS home—thoroughly modern, pleasant and comfortable—will soon have an additional living room, 16 x 24, with huge picture window. Here, Daughter Betty and Granddaughter Pat are visiting.

turn to **Country Gentleman**
for Better Farming,
Better Living



... your salesmen
and their families
shop among
America's Blue
Chip Brands
when they select
their awards
for achievement
from the BELNAP
& THOMPSON
PRIZE BOOK



THE Belnap & Thompson Prize Book is a pictorial listing of the finest quality merchandise which you have on deposit in the Belnap & Thompson warehouse. Belnap & Thompson is *your prize bank* of sales incentives upon which you may draw to secure special effort from your salesmen in achieving predetermined sales goals and performance.

This bank is one of the most unique operations in America ... a huge warehouse and hundreds of people engaged in selecting, buying and distributing the finest merchandise to salesmen who prove their selling prowess.

You will want to see Belnap & Thompson's new Prize Book to know the kind of service that is available to you. Ask for it on your letterhead—without obligation.

Belnap & Thompson, Inc.

1516 SOUTH WABASH AVENUE • Wabash 5067 • CHICAGO 5, ILLINOIS
"INCENTIVE CENTER" • Palmer House • CHICAGO 3, ILLINOIS
271 MADISON AVENUE • Murray Hill 6-5360 • NEW YORK 16, NEW YORK

SALES MANAGEMENT



What Massey-Harris Is Doing To Strengthen Its Dealers

Based on an interview with **E. F. KREIN**,
Merchandising Manager, The Massey-Harris Co., Inc.

The program involves three major activities: product education, dealer advertising and dealer sales promotion. This report presents an analysis of the tools, methods and media selected to prepare for competitive selling.

"We have a bigger job than ever before directly ahead of us. We are going to need better retail salesmen yet, like most farm equipment manufacturers, we are going into the fight with a large percentage of green, untried men. It is going to take a lot of training. I believe a manufacturer will either break or make himself on the level of his dealers' selling organizations."

This challenging declaration is made by E. F. Krein, merchandising

manager, The Massey-Harris Company, Inc., Racine, Wis., maker of a full line of farm equipment.

Massey-Harris was born 101 years ago, in a small town in Canada, when Daniel Massey began to manufacture simple farm tools. It entered the United States in 1928 when it purchased the J. I. Case Plow Works, in Racine, Wis. Emerging from the depression, Massey-Harris inaugurated an extensive engineering development program and made its first



aggressive bid for business in the late 30's. Since that time, its sales have multiplied phenomenally.

But Massey-Harris isn't being cocky. The company fully realizes that its progress has been abetted by wartime shortages and the current sellers' market in farm machinery. Its three U. S. factories, as well as its many plants in foreign fields, are all geared to a steadily increasing production. True, their products are being gobbled up now with no tan-



WHAT BREED OF CATS IS DIRECT ADVERTISING?

Too many people think of direct advertising as purely direct *mail* — that is, advertising that is sealed, stamped and delivered by mail. That phase of direct advertising is important, sure — and we do a pile of it. But over 50% of all the material that we plan, write and produce for clients never so much as brushes a mail bag. This material is picked up or handed out, carried by salesmen, offered in publication advertising, or enclosed with merchandise — *varied and multiple tools of selling and sales promotion*.

There's as much technique and method in preparing such material as there is in selling, itself. And we've gained the knowledge of these techniques through more than 25 years of experience exclusively in this field. Write on your business letterhead for "THINGS EVERY SALES EXECUTIVE SHOULD KNOW ABOUT DICKIE-RAYMOND."

There's Only One
DICKIE-RAYMOND

Merchandising & Sales Promotion Counsel,
Direct Advertising

521 FIFTH AVENUE, NEW YORK 17, 80 BROAD STREET, BOSTON 10

gible evidence of a slackening of demand, but it would be poor business to believe that the gravy train will go on forever. Instead, Massey-Harris realizes that you have to earn your right to increased sales; the time to win sales is before you have to fight for them.

With this view of the market, Massey-Harris walked into the sales picture during the late winter and early spring with the most elaborate and best prepared merchandising program in the entire history of the company. This was taken directly to the company branch offices by representatives of the head office in Racine.

Limit Participation

District managers, branch managers and their assistants, and usually about 15 to 30 dealers from a single district manager's territory were at the kickoff meeting in each branch. Always the number of dealers attending was sharply limited. It was believed important to keep meetings small in order to give each individual man closer and more concentrated attention.

As the program progressed, home office men moved from branch to branch and the branch managers, schooled in the program, would carry the story down to various local district meetings in which the same limited number of dealers participated.

"Look over your backlog of orders, check carefully to be sure that they are alive . . . and check your prospects over because they can vanish . . . canvas your territory to find out how much the picture might have changed since your last contact," the dealers were told. "Optimism that runs wild can be as bad as too much pessimism. Anticipate everything that can happen."

Massey-Harris' merchandising program involves three major activities: product education, the dealers' advertising program, and local dealer sales promotion. To better understand the type of material involved, let us take a look at the January-February campaign, as an example, which featured the introduction of a new 10-foot self-propelled combine.

1. Kit and Order Blank. Order blanks and samples cover all of the material involved in the campaign. The promotion says: "Your company has been doing a lot of thinking about the ways and means of holding on to our self-propelled combine supremacy . . . up to now, we have the jump on competition but certainly competition is going to be hot and heavy when all these other manufacturers really get rolling. . . . Let's take a look at our sales manual and

see what we have in our newest self-propelled model."

2. Sales Manual. At this point the speaker goes through the sales manual and covers the high points of the Model 26 combine. Realizing that self-propelled combines have been sold largely to custom operators and not individual farmers, Massey-Harris says: "Start selling individual ownership to farmers . . . implant the idea now and keep hammering away at the dollars-and-cents savings possible with self-propelled units and let your farmers know that this saving more than off-sets the slightly higher price."

3. Combine Broadside. "Hit the cream-of-the-crop farmers on your mailing list with the direct mail combine broadside." The combine broadside is sent to them from headquarters. This contains much interesting reading including the "Hammtown" story of the traveling harvest caravan as written by Gale Compton, agricultural editor of the *Chicago Tribune*. It also tells a carefully written story of the entire Massey-Harris combine line. This broadside is aimed at and goes to *top income farmers* of the nation. Dealers pay for the mailing with the company sharing a portion of the cost.

4. Combine Poster. This poster, 38x50 inches, is for display on the walls of all dealer stores. It tells, in brief form, the story of the combine. It's available to all dealers without charge.

5. Combine Outdoor Boards. The company furnishes 24-sheet posters, one of which features the new self-propelled combine. The dealer may build his own poster or contract with some outdoors advertising company for signs.

6. Newspaper Mats. This is the most complete selection of newspaper advertising mats the Massey-Harris company has even offered to its dealers. "We suggest that our dealers order an adequate selection. There is no charge for them. It is good policy to take these to your local newspapers and arrange for advertising now."

7. Radio Commercials. Each kit contains six pages of spot announcements which can be turned over to local stations. The dealer is told to be sure that his name identification is mentioned both in the announcement and at the end of it. "The radio audience may miss it if mentioned only once, but won't if the name is repeated."

8. Company Advertising. "Remember, Massey-Harris is investing a record amount of money in national advertising this year. Remember, one advertisement in a leading farm paper recently pulled more than 4,000 inquiries. These are all turned over to dealers for follow-ups. Remember, the dealer mustn't wait for the buyer's market to get to work. In these inquiries may be found a good many fine sales for '49, '50 or '51 when you may need them."

9. Literature Order Blank. "It's time for all dealers to display a good assortment of clean, up-to-

date advertising literature. Literature order blank lists all of the available catalogs, etc. Order at once and display on new racks and display tables."

10. Repair List Holders. The company has adopted a standard repair list holder which, bought in quantity, is sold to dealers for \$8 f.o.b., Racine.

11. Poster Frames. Suitable for mounting the company's 38x50-inch posters. Far neater and lasting than to put them up with tacks or scotch tape. They can be used as a stand-up



No need to guess how your product stands competitively in Worcester Grocery stores. Get the story complete in the 10th Annual Survey of Retail Distribution of Grocery Store Products. Free copies are available to you. Write New England Newspapers Advertising Bureau, 516 Statler Building, Boston; any office of Moloney, Regan & Schmitt; or the Telegram-Gazette.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS
GEORGE F. BOOTH PUBLISHER
MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES
OWNERS OF RADIO STATION WTAG



display, with poster on each side, or against the wall. Price, \$3.05.

12. Umbrellas. Made of 14-gauge steel tubing and 8-ounce duck in Massey-Harris yellow, \$8.50 each,

f.o.b., Omaha. Dealer's name can be screened on at 4c per letter. They can be secured with fittings for either a combine or tractor, or both, as specified.

13. Notice of Available Cards. "They're a means of notifying farmers when certain items are available. Mail when the merchandise can be delivered. Price, with dealer's name imprinted, \$1.75 per hundred. Can be used to announce items such as machinery, repair parts, hardware, etc., even though not manufactured by Massey-Harris."

14. Booklets for Dealer Information. Pieces added to the Merchandising Kit are two reprints. One is from *Southern Hardware* titled: "What the Farmer's Dollar Buys." This shows the relationship between farm prices and the goods the farmer buys and the relationship between the dollar value of the things the farmer buys and sells. The other is a *Successful Farming* reprint, "The Soil of Yours." Soil conservation is a dealer obligation—participation in the local program makes for good public relations.

15. Tractor Cross - Section Poster. This is of special interest to mechanically-minded farmers, vocational agricultural instructors, and class room instructors in agricultural schools. Dealers may have any quantity up to five without cost.

16. Tractor Cross - Sectional

DECISIVE PROMOTION AT DECISION POINT

**Blue Plate products
use Topflight strips**

Consumer impulse buying must be stimulated at the point of decision to clinch sales of advertised food products. Roving eyes, hesitant fingers can be guided to a product by advertising at the sales selection point. A strip of lustrous, colorful Topflight advertising tape on a shelf edge will catch the buyer's eye quicker than a whole display of packages.

Extra Touch

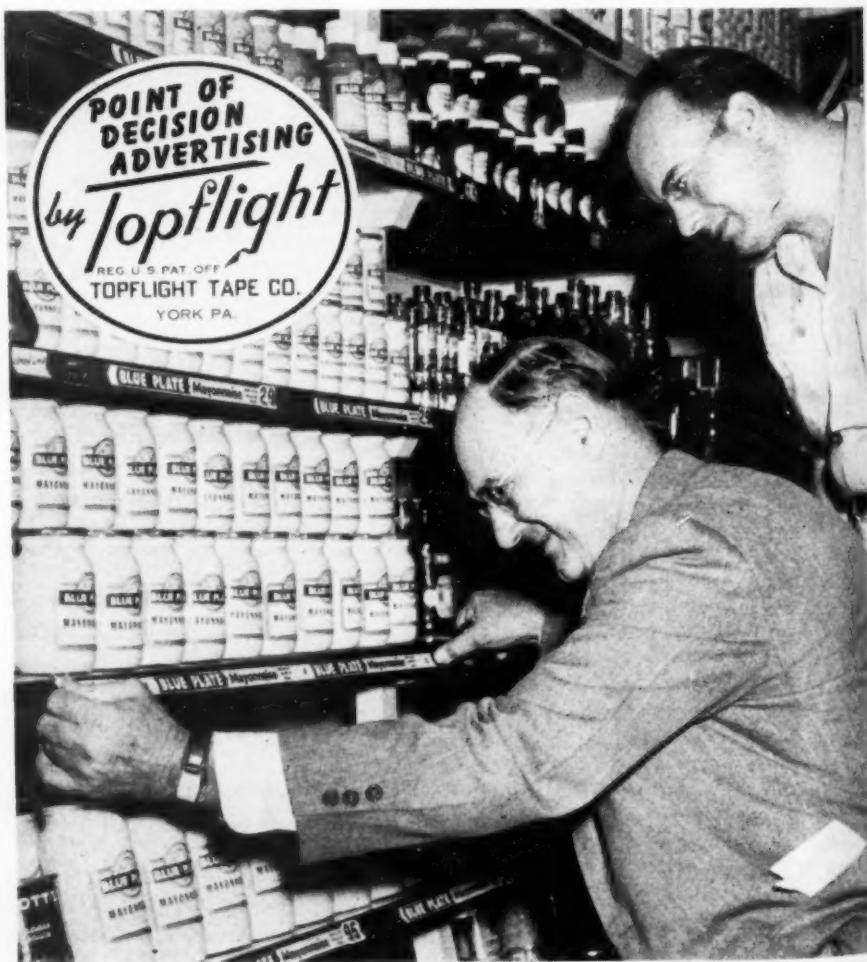
This idea is aptly illustrated by the picture which shows Gilbert J. Poirot, a sales superintendent of Blue Plate Foods of New Orleans, dressing up a display of mayonnaise in Paps Food Store in the same city. Mr. Paps is shown endorsing the pleasure of Mr. Poirot in the added attraction to the display of one of the Wesson Oil products.

TOPFLIGHT TAPE COMPANY

ERWIN HUBER, President

YORK

PENNA.



Stand-Up Display. This duplicates the above, but in smaller size, built to stand on the counter. Nicely finished and varnished. Each, 95c.

17. Calendar Samples. Massey-Harris calendars have been offered annually for many years and are still a valuable advertising vehicle. Samples of the 1949 calendars now ready for showings. Both home and business types available. Will expose the farmer and his family to the Massey-Harris message 365 days a year. Prices, 10½ to 39c each.

18. Farmer Day Program Material. Farmer Days were discontinued during the war but dealers are now urged to revive them. On Farmer Days the farmer and his family become guests of the company and the dealer and are entertained with a pre-arranged program, always accompanied by a Massey-Harris motion picture. The company supplies a planning kit which includes posters, invitation cards which can be imprinted with the dealer's name at low cost or filled in by hand or with typewriter. Plans call for early scheduling with the M-H branch so that the company can arrange for cooperation.

19. Movies for Farmer Days. The company recommends two movies for use in connection with Farmer Day programs. These are Sinclair's "The Miracle of Paradise Valley" and the new M-H production, "Two Tickets to Progress." A slide film, "Casey at the Bat," is also available. Dealers are told that the trend now in Farmer Days is to "soft selling" with the emphasis on entertainment to earn lasting good-will.

20. Tractor Survey Chart. (Introduction.) This describes a test mailing. Farmers' names were taken from two lists; 2,500 who were in the territory of highly aggressive dealers; 2,500 from the lists of below-average merchandisers. The aggressive dealers had been mailing promotion material regularly to their lists. The below-average dealers had not. M-H wanted to make a test to find out if mailings paid off, second, to measure the demand for Massey-Harris tractors.

21. Tractor Survey Chart. (Results.) When the test was over it was found that for every single buyer in the territories of the below-average merchandisers the aggressive merchandisers had six buyers. The dealers are told: "We don't mean to imply that the merchandising mailings did all of this job. It does indicate, however, that the wide-awake

Massey-Harris dealers who have a big demand for our products are aggressive merchandisers who cooperate completely in our merchandising program."

22. Tractor Survey Chart. (When and what tractors will be sold.) Information from a questionnaire indicates that about 25% of all farmers want another make of tractor than the one they own when they buy their next one. Will it be a Massey-Harris? That depends on how good a salesman you are. Another fact from the survey: almost one-third of the farmers are plan-

ning to buy a new tractor within the next 12 months. Get after those sales. If you haven't tractors to deliver now, sell farmers on future delivery.

"Getting dealers is no problem at all these days," says Mr. Krein. You can sign up 50 for every one you want. Men who have never sold equipment, and who very likely will never make equipment dealers of standing, will take a chance. Some, starting from scratch, may make excellent merchandisers. The trick is to select the proper ones.

Whether they are experienced men or new to the field, all must be edu-

Industrial Workers in Lawrence, Mass. average \$52.21 weekly *

★ Commonwealth of Mass. Dept. of Labor and Industry—1948

Effective Buying Power of Lawrence, Mass. increased 30% over last year *

★ Sales Management Buying Power Survey—1948

1948 Buying Power of Lawrence, Mass. workers will reach \$137,644,000.00 *

★ Sales Management Survey Figure plus recent pay raises

The EAGLE-TRIBUNE
LAWRENCE, MASSACHUSETTS
(CAPITAL OF WORSTED TEXTILE INDUSTRY IN AMERICA)
WARD-GRIFFITH CO. — NATIONAL REPRESENTATIVES

cated to a point where they know the specific tools they handle and can sell them. So the factory has a very specific job to do.

Once, and not so very long ago, it might suffice to pull in the branch managers and their assistants, and the district managers, put on a demonstration and give them catalogs and a few banners and say, "Now go out and sell the dealers." Just dump it in their laps.

It won't work any more. Real selling, with a program, is vitally necessary. Management must create a plan and then make its plan work.

Massey-Harris has a mailing list of 700,000 names. Using its high speed mailing equipment, each name on a metal stencil, it can make very close to 50,000 mailings a day.

Careful Selection

However, the management does not think it wise to send mailings recklessly to all names—it could have a list of 1,500,000 as easy as not. To save needless expense the dealers are asked periodically to winnow out the chaff from the grain. Each dealer's prospect list is carried in a separate file. Each address plate is coded

by number. This means that when a mailing piece is returned to Racine because of faulty address or any other reason it can be removed from the file in less than a minute.

Over-the-counter and other point-of-sale material is shipped directly to the dealer. This eliminates the bottle neck that might occur if the matter were sent to branch manager or district managers to be redistributed. This means, too, that the home office *knows* that the dealer gets the stuff sent.

Thorough Planning Essential

Based on experience, Mr. Krein is of the opinion that two primary steps are vital if a broad merchandising campaign is to succeed. They are:

1. Management must have a complete plan and it must be worked out to every detail before it is launched.
2. Management must keep a firm hand on control throughout the entire life of the campaign.

The end result of it all will depend very largely on how well the above two points are worked out and carried through. The measure of success attained will prove the value of the programming; will reveal very clearly the quality of the thought and follow-through given by management. Those who earn sales get them.

COME ON - SPEND YOUR Summer Vacation in MIAMI!



You'll have more fun than ever, and...you'll find us on the job morning, noon and night producing for you with the NBC Parade of Stars and the smash local shows, too!



National Representatives
GEORGE P. HOLLINGBERY CO.
Southeast Representative
HARRY E. CUMMINGS
JAMES M. LeGATE, General Manager

5,000 WATTS • 610 KC • NBC



Calling Card: The business paper advertising copy theme does double duty for River Raisin Paper Co., Monroe, Mich. In making personal calls, the company's salesmen send in this miniature plastic telephone, packaged in the company's carton, as a calling card. River Raisin's copy theme is "One Call for All."

Best Way to "Go Places" in Business!



Fly Your Own Family car of the Air



2. It pays for itself in extra profits...then adds fun to week ends and vacations. For here is a low-cost plane that carries *four* comfortably! Wide doors. Wide seats. Luxurious cabin! And its cruising speed of over 120 m.p.h. and 500-mile range permit you to go almost anywhere you like!



1. You have a big "edge" on competition when you use Cessna's *Family Car of the Air*! It cuts "road time"—increases productive time—tremendously. And you can take important customers and associates with you! Operating costs per passenger are only a fraction of rail or airline fare!

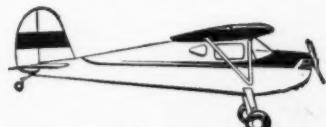


3. Who'll fly it?... You, of course! This plane is so stable, so dependable, so easy to land the average man or woman—sixteen or sixty—can learn to fly it quickly. In no time at all, it's as simple as driving an automobile... *more* comfortable and relaxing, in fact!

SEE THE 170: All-metal structure. 145 H. P. Continental Engine. Full-range wing flaps. Patented Safety Landing Gear. Top speed—over 140 m.p.h.
WHEEL PANTS OPTIONAL

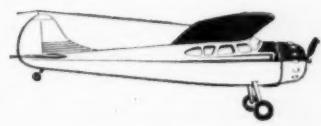


**ONLY CESSNA OFFERS
A COMPLETE LINE OF
PERSONAL PLANES!**



CESSNA 120-140

Practical 2-place, cross-country planes at light training plane prices! All metal structure. Patented Safety Landing Gear. Many comfort and safety "extras." The 140 has a 90 H. P. engine and cruises at nicely over 105 m.p.h. The 120 has an 85 H. P. engine and cruises at over 100 m.p.h. Both have ranges of more than 450 miles.



CESSNA 190-195

These planes are luxurious 4-5 place personal or company airliners...with airline-type engines, Hamilton Standard Constant Speed Propellers, every comfort and safety feature! The 195 has a 300 H. P. Jacobs Engine and cruises at well over 165 m.p.h. The 190 has a 240 H. P. Continental Engine and cruises at over 160 m.p.h. Both have ranges of more than 700 miles.

See Your Cessna Dealer

MAIL THIS COUPON

Cessna Aircraft Co., Dept. SM, Wichita, Kansas.
Please send free literature giving complete description of the Cessna 170 (); Cessna 120, 140 (); Cessna 190, 195 (); Literature for model builders ().

Name.....
Street No.....
City..... County.....
State..... Phone No.....



IN every race one thoroughbred has the power, drive and speed to come in "on the nose". In Seattle *one advertising medium alone* is a consistent winner. The SEATTLE TIMES goes into 3 out of 4 homes, saturates its Retail Trading Zone of 750,000 population. Retail and national advertisers depend on it to do their selling job year in and year out. You can't sell Seattle without The TIMES ... you will sell Seattle with The TIMES alone.

Circulation exceeds 200,000 daily, 230,000 Sundays

The SEATTLE TIMES

Represented by O'MARA & ORMSBEE New York • Detroit • Chicago • Los Angeles • San Francisco

SALES MANAGEMENT

Corrections—Survey of Buying Power

Please make these corrections in your 1948 Survey of Buying Power. They are in addition to those published in the issue of July 1. A consolidated errata sheet will be available through the Readers Service Bureau at a later date.

Most of these corrections are to be made in the Summary of Data by Metropolitan Counties, but should also be made where the Metropolitan Area summary figures appear at the end of each state.

P. 96...

Through an error, Decatur, Ill., was omitted from Population Ranking of 200 Largest Cities. Its population of 65.3 entitles it to 193rd place. This means:

Warren, Ohio, is 194
Atlantic City, N. J., is 195
Wheeling, W. Va., is 196
Passaic, N. J., is 197
Holyoke, Mass., is 198
Jackson, Mich., is 199
Columbia, S. C., is 200

P. 120...

Albany Net EBI: 702,-
851
EBI per Family: 4,922

Columbus, Ga. Retail
Sales: 97,464

P. 122...

Kansas City Gross EBI:
1,447,523
Net EBI: 1,296,002
% USA: .756
EBI per Family: 5,174
% USA Potential: .725

Los Angeles Net EBI:
6,382,375
EBI per Family: 4,708

Portland, Ore., Food
Sales: 193,768

P. 124...

St. Louis Population:
1640.2
% USA Population:
1.142
Families: 455.3
General Merchandise
Sales: 219,188
Gross EBI: 2,539,213
Net EBI: 2,247,747

P. 124...

% USA: 1.311
EBI per Family: 4,937
% USA Potential: 1.280
Quality Market Index:
1.12

Tacoma Drug Sales:
7,275

Winston-Salem Net EBI
per Family: 5,959

SUMMARY TOTALS METROPOLITAN COUNTY AREAS—

Population: 78,778.5
% USA Population: 54.-
787
Families: 22,357.9
Retail Sales: 75,232,504
Food Sales: 20,094,821
General Merchandise
Sales: 11,333,652
Drug Sales: 2,367,163
Gross EBI: 128,270,518
Net EBI: 112,482,000
% USA EBI: 65.592
% USA Potential: 62.-
968

P. 154...

Suffolk County Retail
Sales: 1,110,891

P. 156...

Massachusetts Retail
Sales Total Above Cities:
3,409,519

P. 234...

Newark Retail Sales:
37,835

P. 356...

A footnote should have
given a revised Raleigh
population estimate of
65.1

P. 407...

Lafayette County Retail
Sales: 8,370

P. 456...

Big Horn County Retail
Sales: 8,985

P. 474...

Bremerton Gross EBI:
51,796
Contraña Gross EBI:
14,568

Only IN THE PANTAGRAPH

Can You Reach 117,000
People in Central Illinois



BLOOMINGTON—

**\$1,587.06 per capita
retail sales. First in
Illinois population
30,000 or more.***

*Copr. 1948. Sales Management
Survey of Buying Power; further
reproduction not licensed.

THE PANTAGRAPH

BLOOMINGTON, ILLINOIS

Over a Century of Community Service

REPRESENTED NATIONALLY BY GILMAN, NICOLL & RUTHMAN

**5 000 Women in four
widely separated cities
told the Grant Re-
search Organization
to what extent they
read editorialized ad-
vertising.**

**You will probably re-
ceive shortly the re-
sults of those surveys.
If not, or if you are in
a hurry, write, wire or
phone.**

"JESSIE'S Notebook"

420 Lexington Ave.
New York 17, N. Y.
Lexington 2-1434

5 N. Wabash Ave.
Chicago 2, Ill.
Financial 1051

Are you well represented at

The table on the opposite page gives you a quick-glance picture of a "family affair" of utmost importance to American advertisers.

It shows that LIFE . . . America's biggest magazine . . . is read in 14,950,000 families.

That's better than one out of every three families across the country . . . or a whopping 36% of all U.S. families!



*The Magazine Audience Group is composed of seven of the country's most distinguished market researchers.

These specialists developed and tested the improved sampling and statistical methods used in CSMA, which has kept advertisers up-to-date on the size and quality of LIFE's audience for the past ten years.

They also made this study of LIFE's family readership, using the same thorough research techniques.

Bulletin!

**NEW MAGAZINE AUDIENCE GROUP
STUDY SHOWS TOTAL OF
27,572,000 LIFE READERS!**

this important family affair?

These figures are supplementary to LIFE's Continuing Study of Magazine Audiences No. 9, supervised by the Magazine Audience Group*.

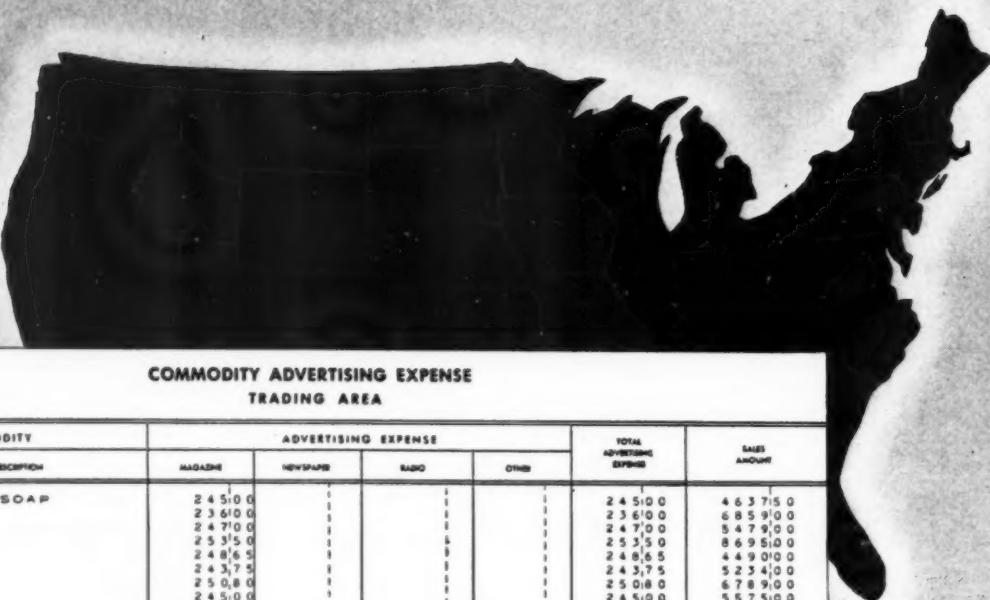
They suggest that in consumer goods, the readers of this one magazine—LIFE—can absorb *all the production* of most national brands!

One single medium... 36% of total U. S. families!

LIFE FAMILY READING BY FAMILY SIZE

Persons in Family (10 Years and Over)	LIFE READING		Individual Readers Per Family	LIFE Family Coverage
	Individuals	Families		
 FIVE OR MORE PERSON FAMILIES	3,650,000	1,500,000	2.4	46%
 FOUR PERSON FAMILIES	4,850,000	2,300,000	2.1	48%
 THREE PERSON FAMILIES	6,250,000	3,300,000	1.9	39%
 TWO PERSON FAMILIES	10,300,000	6,900,000	1.5	34%
 SINGLE PERSON FAMILIES	950,000	950,000	—	—
TOTAL INCLUDING ONE PERSON FAMILIES	26,000,000	14,950,000	1.7	36%
TOTAL EXCLUDING ONE PERSON FAMILIES	25,050,000	14,000,000	1.8	38%

Does Your Advertising Result in Sales?



COMMODITY ADVERTISING EXPENSE TRADING AREA							
ITEM	CABIN	COMMODITY DESCRIPTION	ADVERTISING EXPENSE			TOTAL ADVERTISING EXPENSE	SALES AMOUNT
			MAGAZINE	NEWSPAPER	RADIO		
1	1.03	BEAUTY SOAP	2 4 5 0 0		1	2 4 5 0 0	4 6 3 7 5 0
2			2 3 6 0 0		1	2 3 6 0 0	6 8 5 9 0 0
3			2 4 7 0 0		1	2 4 7 0 0	5 4 7 9 0 0
4			2 5 3 5 0		1	2 5 3 5 0	8 6 9 5 0 0
5			2 4 8 6 5		1	2 4 8 6 5	4 4 9 0 0 0
6			2 4 3 7 5		1	2 4 3 7 5	5 2 3 4 0 0
7			2 5 0 8 0		1	2 5 0 8 0	6 7 8 9 0 0
8			2 4 5 0 0		1	2 4 5 0 0	5 5 7 5 0 0
9			3 7 5 1 0		1	3 7 5 1 0	9 7 5 4 0 0
			2 3 4 5 2 0	2 7 5 5 0 0	2 7 5 5 0 0	5 1 0 0 2 0 0	5 7 5 1 2 5 0 0
1	1.13	SHAVING SOAP	1	1	1	1	1
ADVERTISING EXPENSE AND SALES BY INDUSTRY							
ITEM	CABIN	INDUSTRY		CURRENT MONTH		YEAR TO DATE	
		ITEM	NAME	SALES	ADVERTISING EXPENSE	SALES	ADVERTISING EXPENSE
1	1.14	SHAN	4 0 2 1 DRUG WHOLESALE	5 6 7 9 0 0	5 2 5 0 0	4 7 8 4 0 0 0	2 8 5 0 0 0
2		4 0 5 0	GROCERY WHOLESALE	4 3 6 9 0 0	3 8 5 0 0	3 5 6 8 2 0 0	1 8 7 5 1 0
3		5 0 1 0	DEPT STORES	4 9 6 8 0 0		3 2 0 1 2 0 0	1 6 9 0 0 0
4		5 0 3 0	VARIETY STORES	7 8 4 0 0 0	2 8 2 0 0	6 1 8 2 3 0 0	3 2 4 5 1 0
5		8 4 1 0	HOTELS	8 3 4 6 0 0		5 4 7 9 0 0 0	1 0 0 0
6		8 5 1 0	LAUNDRIES	1 2 4 2 0 0	6 8 0 0 0	2 1 6 8 0 0 0	1 1 4 5 1 0
7							
8							
9							

WHEN planning an advertising budget, management needs facts—concrete evidence that advertising has resulted in sales. These facts should be accurate and timely, and presented in concise, usable form.

The punched card principle utilized by IBM Accounting Machines permits the compilation of advertising and sales facts into the comparisons most valuable to your company. Analyses by products, by advertising media, by trading areas, by state, county, and any other subdivisions, and

by customer trade groups, can be prepared quickly for setting up a realistic, profitable advertising policy.

Sales and advertising analysis is one of the many uses of IBM Accounting Machines for business and industry. Payroll, Accounts Receivable, Inventory Control, Cost Accounting, Accounts Payable—these and thousands of other applications are available in your own machine installation or in the IBM Service Bureaus located in branch offices throughout the United States.

IBM

ELECTRIC PUNCHED CARD ACCOUNTING MACHINES
PROOF MACHINES . . . SERVICE BUREAUS . . . ELECTRIC TYPEWRITERS . . .
TIME RECORDERS AND ELECTRIC TIME SYSTEMS

International Business Machines Corporation, World Headquarters Building, 590 Madison Avenue, New York 22, N. Y.

CAMPAIGNS AND MARKETING

Surf Launching

With a campaign that is to mushroom from the center of the country to national scope, Lever Brothers Co., last week, entered the heavy wash detergent field by launching its new product, Surf, in 11 middle western cities and their surrounding marketing areas.

Designed for washing the heaviest, dirtiest clothes, as well as dishes and fine fabrics, Surf made a simultaneous debut, prior to national distribution, in Rockford, Galesburg, Peoria, Springfield, Danville, Joliet, Ill.; in Madison, Oshkosh, Green Bay, Wis.; in Indianapolis and Muncie, Ind.

Highlight of the campaign, which is being handled by Day, Duke & Tarleton, Inc., is a series of 1,800- and 1,320-line advertisements appearing in 68 newspapers within the marketing areas of the 11 introductory cities. These first advertisements broke during the past week.

Radio spot announcements are also scheduled four times a day, five days a week, over 35 stations in each of the 11 marketing areas.

In addition, more than 660 three-sheet posters are being strategically spotted in 50 cities located throughout the basic marketing areas, each with a radius of 50 miles.

Finally, a carefully planned collection of colored point-of-sale merchandising material is being placed in the hands of store owners by Lever field representatives. Together with the Surf package, this point-of-sale material has been created with the assistance of Raymond Loewy. Each promotional package includes a dozen pieces, ranging in size from strips for use above cash registers to jumbo banners for store walls. All combine the two-tone blue of the package with yellow, red and black.

Surf has been the subject of many tests prior to its debut—including blind product tests by hundreds of housewives. Results of these tests furnish the facts supporting the advertising copy.

For Picnic Basket

A comprehensive sales promotion drive by Arnold Bakers, Inc., Port Chester, N. Y., has been put behind Buttermilk Rye, a best-selling mem-

ber of the varied line of Arnold bread products. The campaign, aiming to quicken consumer call for the retailer's entire line of summer picnic essentials, promotes, through individual identification, 46 high mark-up classifications of grocery store items that go into the picnic basket.

"The keynote of the campaign," states George Grinnell, advertising director for Arnold, "is suggestive selling of all these items, by association of ideas and normal consumer requirements. We take as our major theme, 'the American picnic basket,' and this theme is given its broadest interpretation, so that it embraces all kinds of outdoor picnicking, be it at home in the garden, or at the beach, mountains, or wherever."

The campaign has three basic divisions: distribution to retailers of a broadside explaining the purpose and operation of the plan; distribution to retailers, for customers, of hundreds of thousands of copies of a picnic check list; display servicing of all stores with a varied array of advertising display material.

The broadside is a four-fold unit in the format of a tabloid newspaper. Entitled, "Flash News," it carries the headline, "Here's a related item spearhead for a real profit drive this summer!" It opens to a double spread in which are listed all the 46 high mark-up items linked in with the picnic merchandising, with the approximate profit margin of each being cited alongside. Stressing the note that "everybody" is a potential customer under this inclusive plan of selling, the broadside then tells the grocer about the picnic check list, a special feature in the campaign, for distribution to the customer.

The broadside finally opens to full size, giving other key data stores should know of the campaign. Under a big sketch of a Buttermilk Rye loaf are listed the newspapers promoting the drive, reproductions of advertisements, and illustrations of various display items being distributed to retailers.

The entire drive is sparked by an extensive advertising campaign via newspapers with a total circulation of about 7,000,000 throughout Arnold's Buttermilk Rye distribution territory. Walter Weir, Inc., is the agency.

National—At Local Level

With 1948 advertising expenditures double those of 1947 and with



PROVING . . . Ice soon suds in Surf, the new all-purpose soapless detergent of Lever Brothers Co.



A part of YOUR business you never see!

Whether you send or receive shipments by Railway Express, you never see most of the steps required in making this complete, nation-wide shipping service a vital part of your business.

The complete facilities of Railway Express are what you depend upon . . . the door-to-door convenience of pick-up and delivery in all cities and principal towns, the flexibility in meeting the needs of your particular industry — as well as all your personal shipping requirements. To you, Railway Express means fast service, always at your call.

It's good business to say,
"Ship it RAILWAY EXPRESS!"

RAILWAY EXPRESS



...Maintains 23,000 offices (there's one near your factory, office or home) . . . Uses 10,000 passenger trains daily... Has 18,000 motor vehicles in its pick-up and delivery services...Offers extra-fast Air Express with direct service to 1,078 cities and towns.



NATION-WIDE RAIL-AIR SERVICE



LARKWOOD fall colors are announced to the trade via Chadburn Hosiery Mills' new color book, "Masterpiece Highlights," a visual presentation to buyers and sales staffs of what leathers and fabrics go with Larkwood stocking shades.

the number of franchised bottlers increasing steadily, the relatively new Bireley's Division of General Foods Corp., with headquarters in Hollywood, Calif., is taking long strides toward a commanding position in the national beverage field.

Producing non-carbonated fruit drinks with orange, grape, berry, grapefruit and tomato flavors, Bireley's is attacking national distribution on the local level, throwing heavy campaigns in outdoor advertising, radio, newspapers and point-of-sale material into each new franchise city. Intensive newspaper advertising is run for four weeks, with outdoor, radio and point-of-sale used as continuing promotion. Regular campaigns also run in *American Carbonator & Bottler* and *National Bottlers Gazette*.

In line with its new policy of operating exclusively through private franchise operators, Bireley's recently disposed of its properties in Minneapolis, Minn., Boston and Cleveland, and is negotiating to sell those in Philadelphia and Oakland, Calif. The Hollywood plant will be retained permanently for headquarters experiments.

The former 45-mm wide-mouth milk bottle type of container is being abandoned in favor of the standard 26-mm narrow-mouth tall soft drink bottle. All new cities get the tall containers automatically. Old cities are being changed over as rapidly as possible, with additional advertising campaigns heralding the switch.

Advertising copy is slanted primarily for teen-agers, who show the highest per-capita soft drink consumption,

and for the family group. Radio commercials are singing jingles of both 15 and 30 seconds. In addition to its over-all selling function, radio is depended upon to overcome one distinct marketing handicap: the comparative difficulty of the trade name. Jingles achieve the almost unbelievable repetition of saying the name "Bireley's" five times, spelling it once, and getting over the basic sales points of fruit taste, non-carbonation, and quick quencher, all in 15 seconds.

Newspaper insertions—328-line—run twice a month, with space left at the bottom for the local bottler's slug.

Outdoor boards show youths enjoying the beverage during rests from all types of activity.

Extensive use is made of point-of-sale material, since research has shown that purchases in the soft drink field are largely impulse decisions. Driver-salesmen have been given indoctrination courses in the advertising campaigns and been educated to install display material. The Public Relations Division of General Foods, New York City, has also prepared complete exploitation, merchandising and publicity kits for franchise bottlers.

Although franchise bottlers are expected to do a certain amount of local promotion, Bireley's pays all advertising costs and exacts no guarantee from the franchisee on the amount of his local tie-in advertising or merchandising.

Advertising is created and placed by Young & Rubicam, Inc., Hollywood.

First in nothing just **0***

Let the big, teeming markets claim the "firsts." Medium-size, prosperous Fall River points to its sales volume of \$103,578,000 as a great advertising buy.

That big letter **0** (for "only") means more to you than any "firsts" . . . means that you get, in a single buy, the shopping attention of 96.7% of the city zone housewives—representing a \$100,160,000 retail sales potential—when you place your copy in Fall River's only newspaper. In this newspaper, your advertising always sells in company with the copy of the same city retailers who used over 6,900,000 lines in 1947.

For big sales at low cost in Fall River, it's

Fall River's **Only** Newspaper **FALL RIVER HERALD NEWS**

FALL RIVER, MASS.

NATIONAL REPRESENTATIVES . . . KELLY-SMITH CO.

New York

Philadelphia

Chicago

Boston

Detroit

Los Angeles

San Francisco

Atlanta



...publications that are now in the Haire group were being read by top stores like J. L. Hudson Co.



... the modern Hudson Store, like hundreds of other great stores subscribe to *all* the Haire merchandising publications.



MORE EFFECTIVE BECAUSE THEY'RE MORE SELL-ECTIVE

HAIRE
SPECIALIZED
MERCHANDISING
PUBLICATIONS

1170 BROADWAY, NEW YORK 1, N. Y.

Shop Talk

Coming Soon: We're about to make good (August 15 issue) on our promise to furnish a revised and up-to-date list of New York buying offices, together with the stores they represent the country over. Thousands of our subscribers have found this reference piece to be invaluable. Reprints will be available about September 5 through Readers' Service Bureau, at a cost of 25c each. . . . Coming, too, in the same issue:

A new survey on how sales managers divide their time, and a workmanlike piece of writing by a west coast advertising man on how to create the right climate for productive advertising.

On the docket for September issues: how the Philippine Islands are developing as a market for American goods . . . a report on what Canadian beer companies did as a result of the Government ban on beer product advertising. There'll also be a story on sales forecasting methods which enable a mid-western company to chart month-by-month expectations on more than forty products for a year in advance.

Especially cited for your attention, too, is one of what we hope will turn out to be a group of articles by Dr. James F. Bender on the qualities that make leadership. You'll find it in the lead-article spot August 15.

Truth Tests for Sales Talks: In the talk he made at the recent meeting of the National Federation of Sales Executives, Charles Kettering chided sales departments about the headlong way they dive overboard in singing the praises of any new product or new model. He wouldn't, he said, go so far as to accuse sales managers and salesmen and promotion men of handling the truth loosely, but, said he, he often felt that their interpretations of the merits of an improved product did "to the truth about the product what whipping does to cream."

The audience enjoyed the metaphor and rewarded Mr. Kettering with a great wave of applause and laughter. There is, however, a very serious thought embedded in the great scientist's remark which, I feel, may have escaped his hearers.

If we are serious about wanting to lift the professional status of selling, we need now to direct our attention to the language of our verbal sales presentations to customers. We've gone far toward cleaning up advertising copy . . . cutting out the untruths, avoiding disparagement of competition, eschewing misleading statements. But, partly as a result of the natural enthusiasm that is usually inherent in the sales temperament, and partly because we just haven't given the matter much thought, we have continued to use far too many unjustified superlatives, far too many loose and unsubstantiated statements in our face-to-face conversations with buyers.

Buyers have learned to apply heavy discounts to what the average salesman says. We see how ridiculous such tactics can become when they reach the stage of the present situation in the printed and personal salesmanship in the movie industry. Every picture simply can't be super-colossal. When a really superior picture is made, there's no way to describe it believably, because all of the language that should have been reserved for such occasions has lost its meaning. As nearly as I can discover, nobody believes anything any producer has to say about a forthcoming production.

I have always believed that selling has much to learn from the engineering profession. Engineers are careful in their claims. They are exacting in their terminology. They are prepared to demonstrate and prove. They must, as a group, like Mr. Kettering, get impatient with salespeople who make extravagant assertions that the product cannot live up to. Either advertising, or personal sales presentation, that hits only the high spots of the truth cannot possibly do anything for the company or the product. It only draws a horse-laugh.

I was on my way to dinner recently with an engineer. We were going to an excellent mid-town restaurant where we expectd to pay about \$3.50 for a meal. On our way we passed a Riker food stand . . . one of those hot dog places . . . "two eggs and pots., 40c." The sign said, "No better food at any price." The engineer called my attention to it. "Why," he asked, "do we bother to go to Pierre's?"

A friend who was coming into New York on the New York Central a fortnight ago in a dirty train in which the temperature was above ninety, howled with indignation when he spotted an advertisement which said, "It's always Spring on the New York Central." How's that again?

Verbal sales presentations which sound like the old-time pitch man are just as silly. And sometimes, even the careless handling of a detail can kill a sale. I accompanied a friend on a shopping trip recently, during which he looked at automobile seat covers. One set, made of some type of plain matting, was around \$7. Another, at about \$12, was, according to the salesman, "trimmed with leather." The truth, of course, was that it was trimmed with one of the synthetics that simulates leather. My friend didn't buy. He recognized the material, and if it had been correctly described, I think he would have bought it. But he lost confidence in that kind of selling. He was sore because the clerk took him for a sucker who didn't know any better.

I suggest, therefore, that we examine carefully the terminology, the phraseology, the connotation of our selling language. Let's sieve out the facts from the fiction. Let's put the ham in the deep freeze and begin to talk like professionals.

Please do not accuse me of underestimating the value of enthusiasm on the part of salesmen. Enthusiasm is contagious. If a salesman deeply and honestly believes in his product, let him communicate that enthusiasm to his prospect. That's all well and good.

But where enthusiasm pushes the salesman so far that he begins to misrepresent his product (either consciously or unconsciously), then he's on thin ice, because he's destroying buyer confidence. When buyers begin to say, "He's a salesman—you can believe only half of what he says," then his tactics have damaged all selling.

Somehow we always come back, in our discussions of professional salesmanship, to the matter of confidence. The buyer must first be made to believe in the salesman himself . . . in his integrity and his ability to serve. That, in turn, can lead to confidence in the product. Then, if the product has not been misrepresented, there exists the best possible opportunity to make a lasting friend for the company, one who will come back again and again.

So I say, let's examine our sales presentations and ask ourselves, "Am I pitching my argument in too high a key? Am I speaking in hyperbole? Am I straining believability? In short, am I over-selling?" If the answer is "yes" to any of these questions, let's edit that sales talk down to the place where it can stand up and call itself honest.

Let's remember that whipped cream, unless handled cautiously, easily turns sour.

A. R. HAHN
Managing Editor

DOING
Big Things
RIGHT
makes the
Dispatch
a great
newspaper



fish derby!

Ohio issued 680,000 fishing licenses in 1947! Does any Ohio newspaper appeal to Izaak Waltons? Well, witness the Annual Dispatch Fishing Derby . . . over 1,000 fish tagged and released in lakes and streams each spring. Anglers who snag one, collect from \$2 to a possible \$600. Prizes total more than \$6,000. The anglers get fun and cash. Conservation people get valuable data. The Dispatch gets readers!

It's another Big Thing Done Right — another reason why 99,251 of 105,651 families in Greater Columbus are Dispatch readers — and why it penetrates 12 counties so thoroughly. They're important to you if you're selling in Ohio!

THE
COLUMBUS
DISPATCH

Ohio's Greatest
Home Newspaper

National Representatives:

O'MARA & ORMSBEE, INC.

New York, Chicago, Detroit,
Los Angeles, San Francisco



RURAL TOUCH: Eaton Paper Corporation's "flag up" R.F.D. mail box appears to be a bona fide metal box on a weathered stump. It is in eight colors. Made by Einson-Freeman Co., Inc.



SPACE-SAVER DISPLAY: Unit which houses a linoleum department occupies only $6\frac{2}{3}$ square feet of floor space. Permits easy showing of 46 linoleum patterns. Designed by W. L. Stensgaard & Associates for Sloane-Blabon Corp.

CUT-OUT CHARACTER: International Salt Co., Inc. uses "Salty," its trademark, for central theme of display. Figure, 18" high, holds a box of salt. Fabricated by Milprint, Inc.

DISPLAY ANGLES



MIRROR AND SHELF REPLICA: Unusual natural color point-of-sale piece promotes Tawn Toiletries, a McKesson & Robbins line. It encases the actual products. Produced by the Plampin Lithograph Co., Inc.





...the kind of difference that made 2 of America's most astute buyers of advertising spend over \$1,000,000 each in **THIS WEEK Magazine** last year.



What's the "5th Cover"? It's the Sunday newspaper that distributes **THIS WEEK Magazine**. Look at this distinguished list, and you'll know why "the 5th Cover makes a difference" to TWM's advertisers.

The Atlanta Journal
The Baltimore Sunday Sun
The Birmingham News
The Boston Herald
The Chicago Daily News*
The Cincinnati Enquirer
Cleveland Plain Dealer

The Dallas Morning News
Des Moines Sunday Register
The Detroit News
The Indianapolis Star
Los Angeles Times
The Memphis Commercial Appeal

The Milwaukee Journal
Minneapolis Sunday Tribune
New York Herald Tribune
The Philadelphia Sunday Bulletin
The Pittsburgh Press
Portland Oregon Journal

Rochester Democrat & Chronicle
St. Louis Globe-Democrat
San Francisco Chronicle
The Spokane Spokesman-Review
The Washington Sunday Star

*Saturday Edition

How to Size Up the Sales Potential For Industrial Products

As told by **J. A. PROVEN**

Vice-president and General Sales Manager, **Sterling Tool Products Co.**

Before saying "but my products are different," study the approach of Sterling Tool to the problems of locating markets, evaluating them, and setting sales quotas. Facts provide Sterling with a sound footing for a buyers' market.

Sterling Tool Products Co., Chicago and Melrose Park, Ill., manufactures only one product—a sander. My job is selling this highly-specialized tool to a highly-specialized market. To give some idea of the problem, here are a few facts: Our sanders are designed and manufactured to cover one segment of the operation that follows after a piece of metal, wood, or plastic has been hewn to shape with a material-removing machine. The sander is used to give the product a fine, smooth textured finish.

It is important to every sales manager to find some yardstick by which he can measure and project, in advance, his sales potentials, city by city or district by district. No one needs such a device more than a specialty manufacturer.

Crowd any specialty house sales manager into a corner and ask how he comes up with his answer, and chances are he will give replies something like these:

"Ours is a peculiar case."

"There is no rule by which we can analyze our distribution."

"Ours is a case of product knowledge and our national distribution setup is measured by our own personal knowledge of the market."

The Sterling Co. believed that there was a better method of determining the answer. After considerable research they developed the "Sterling Factor." It was arrived at by this reasoning: A magician on the stage usually manipulates his trick to a planned end through use of some hidden gadget. It is known in the language of the theater as a "gimmick." The Sterling Factor is our gimmick.

The Sterling Tool Products Co. is confronted with more than the problem of what to make and for what market to make it. It must know *how much* to make and *where* to sell it.

General surveys showing the industrial potency of various markets, although interesting, come far short of giving the entire story. To illustrate: According to a recent survey by the American Supply & Machinery Manufacturers Association, the Pittsburgh marketing area, from an industrial distribution standpoint, is the *fifth* most important city in the United States.

Insofar as the Sterling sander is concerned, however, it is a surprisingly poor market. The answer lies in the fact that the Pittsburgh steel and capital goods industries are not adapted to this particular product. On the other hand, High Point, N. C., the 131st city in the United States from an industrial distribution point of view, is an important market for Sterling. High Point is a center of furniture manufacturing and as such presents a lucrative market for Sterling sanders. These two examples are extreme and as such are easy to compute.

Sterling's problem was to assimilate existing surveys on industrial products and calculate their relationship to its own particular product in order to establish a representative allocation or quota for sales personnel.

Before the war when business seemed unlimited and our only prob-



"You'll buy twenty gross or get liquidated, comrade!"

Top Bracket in Cash Farm Income

A giant farm market—the great agricultural area surrounding Kansas City.

According to the United States Bureau of Agricultural Economics, Kansas ranks 6th in the nation with a 1947 cash farm income of \$1,266,671,000. Missouri ranks 8th with a 1947 cash farm income of \$1,080,676,000.

The leading farm paper in Kansas is The Weekly Star. Its Kansas circulation towers above that of any other farm publication—29% more than the 2d Kansas farm paper.

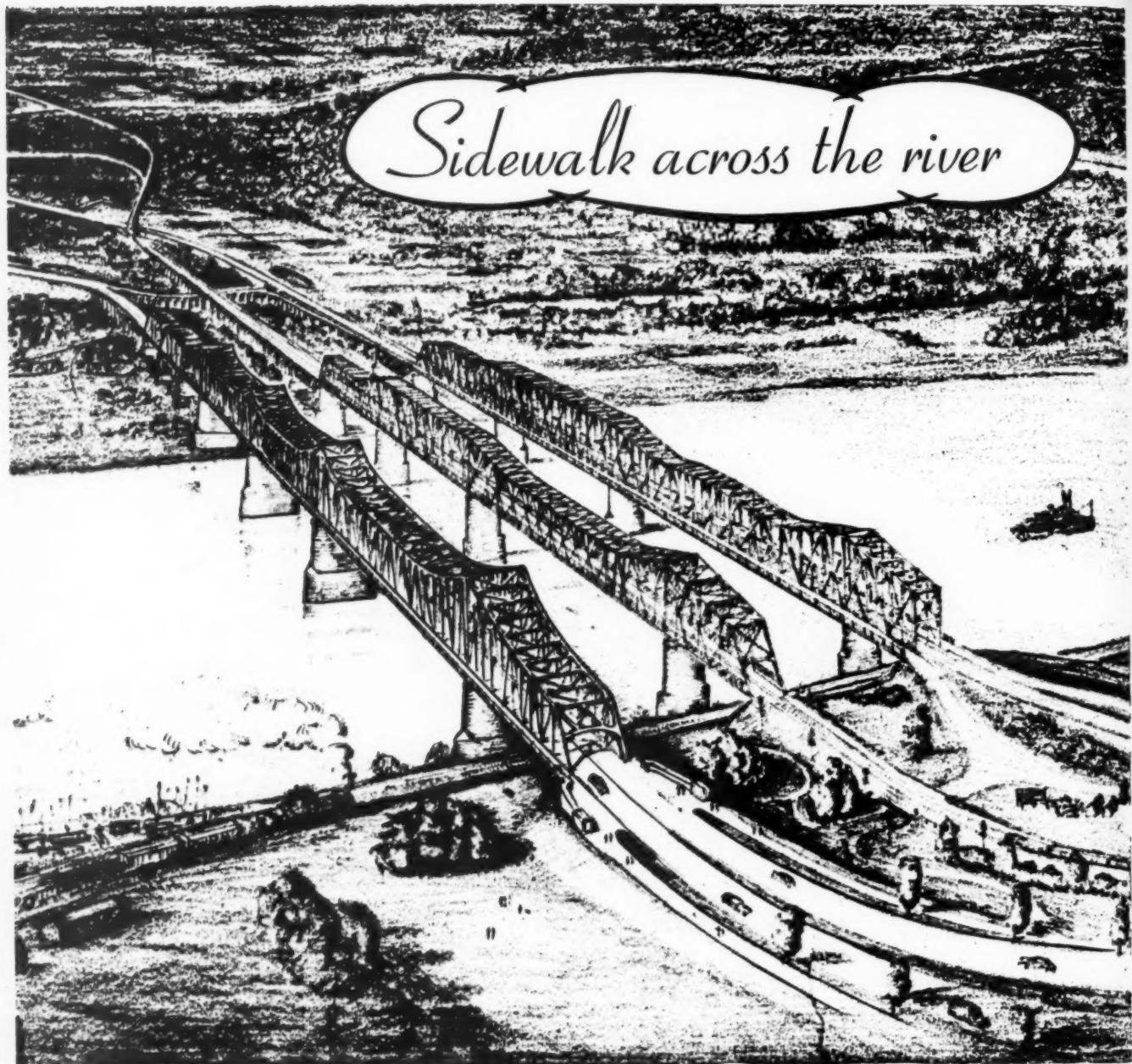
By even a larger margin The Weekly Star is first in Missouri—57% more than the 2d Missouri farm paper.

In Kansas and Missouri The Weekly Star is first of all farm publications in R. F. D. circulation, first in total circulation, first in farmer preference, first in dealer acceptance.

The Weekly Kansas City Star.

LARGEST FARM WEEKLY CIRCULATION IN AMERICA

441,392 Paid-in-Advance Subscribers



May 12, 1892, the first one and one-half mile span across the Mississippi River was completed, 3rd longest in the world at that time, and Memphis' first Trans-Mississippi gateway to the Southwest. The double-track Harahan Bridge got underway in 1916.

Memphis is taking another great stride toward solidarity of its trade area in the construction of a giant new span (the third) across the "Father of Waters." MidSouth manufacturers have long found this city's rail and truck lines an important link with the Southwest in distribution of their products. This factor, combined with its excellent air, highway and waterway facilities, has been largely responsible for the growth of 157 new industries in Memphis within the past two years. The new four lane highway bridge accelerating automobile traffic and making it safe for pedestrians to walk across the river places Memphis, more than ever before, CENTER in the life and prosperity of a billion and one-half dollar market area.

Broad coverage by The Commercial Appeal and Memphis Press-Scimitar in the rich Memphis Market today offers advertisers bigger dividends from each advertising dollar.

Memphis
PRESS-SCIMITAR



The
COMMERCIAL APPEAL

SALES MANAGEMENT

Growth of the "Sterling Factor" Plan

A brief resume of the Sterling Tool Products Co. might help to explain why the "Sterling Factor" plan has worked out so well. The original, or parent company, was organized in California in the early 20's but some years ago operations were transferred to Chicago. Most of the company's real growth has come since then. When the present line was introduced all products were sold on a direct basis.

In other words, the Sterling Co. maintained its own men or agents in most of the principal marketing areas throughout the United States and sold directly to the ultimate user. This plan was abandoned in 1943. Since then it has sold exclusively through jobbers. The type of jobber depends upon the particular market for which the sander is intended.

At the present time Sterling has the United States and Canada divided into a number of territories. Each territory is manned by a district manager and one or more salesmen. Some of these district managers are Sterling-paid employees; others are commission agents. The mission of this field sales force is novel in that they are not primarily "order takers." Their purpose is to insure that Sterling has an equitable number of jobbers in each area. It is their responsibility to make frequent calls on these jobbers, not only to keep alive the jobbers' interest in Sterling, but to make sure that all markets for Sterling products are completely explored.

Because Sterling executives have found a fairly reliable measuring stick to arrive at reasonably satisfactory quotas for each territory and for each individual market in each territory, they believe that they can maintain a far better control and avoid many pitfalls.

lem appeared to be one of spreading a very thin production over many anxious customers, the so-called quotas fitted the bill. Had the bottom dropped out of the market, however, I could very well have dropped out with it.

If some of the wires and messages received from distributors in the early part of 1937 had been received then, we would have been in a serious predicament. The wires and messages referred to were the result of the inventory scare prevalent among most industrial and automotive jobbers in the early part of last year. At that time manufacturers were receiving notices such as this:

"If you have anything on order from us, cancel it."

This situation, it seems to me, must have risen from an unsound system of quotas or allocations and the results could have become very serious.

Sterling was partially protected because early in 1945 we initiated an aggressive campaign to establish

some kind of a representative potential or quota for Sterling sanders in the United States. The old system had not been adequate. Fortunately, in the early part of that year, a survey titled, "An Analysis of the Distribution of Industrial Supplies" was published by the American Supply & Machinery Manufacturers Association. Along with this, a motors survey, conducted by *Motor Magazine*, showing where automotive wholesaling is done, closely paralleled the industrial survey insofar as its method of computation was concerned.

In looking over these two surveys it became clear that for our own specialized market they could not be taken at face value. It was necessary to introduce another factor. The result, finally, was the Sterling Factor which is now in use. This is how it was achieved:

Basically, the Sterling Factor is a combination of past sales records, vehicle registrations, our own shipments into various marketing areas,

JUST BETWEEN
US GIRLS . . .



They tell me it's true —

The past year The Nation's Agriculture received 49,580 requests for dress and needle-craft patterns.

Now if I were a smart advertiser I'd analyze that.

Nation's Agriculture circulation has been going up fast. It now reaches 1,275,491 farm families — and that includes over a million top farm women . . . wives of America's rural leaders.

If you want to reach this Influential Million farm families — just write George Chatfield of

The Nation's AGRICULTURE

OFFICIAL PUBLICATION FOR

1,358,810

FARM FAMILIES OF THE

AMERICAN FARM BUREAU FEDERATION
109 North Wabash Ave., Chicago, Ill.

and a general knowledge of the most lucrative markets for Sterling products throughout the United States. All of these elements are not of equal importance in computation of the Sterling Factor. So, in its preparation, a system of weighted averages was used.

Let us take some of Sterling's own figures for a representative state. Illinois can be used as a good sample because it is as representative as any that could be obtained. The method used in the preparation of these figures is the same as that employed for the other 47 states.

According to the survey on industrial distribution as prepared by the A. S. & M. M. A., Illinois should do approximately 6.20% of the Nation's industrial mill supply business. According to Sterling, however, on the basis of orders received in 1945 we did 8.75% of our business in Illinois. Insofar as actual shipments were concerned, Illinois accounted for only 7.45% of total business. (These figures cover industrial selling. Other merchandising, for quota purposes, is handled in the same manner. Figures here are limited to the industrial market.)

Analyzing these three figures, or the survey figure on what the typical manufacturer of mill supplies should do in a particular state; what the manufacturer actually did on the basis of orders received, and what he actually did on basis of shipment— one can see that the three figures, although all significant, are not of equal importance.

If they were of equal importance, the simplest method of arriving at a common figure would be to take the arithmetical average of the three. This is not advisable and so a system of weighted averages was developed.

After careful consideration it was decided that Sterling's sales figures, on the basis of orders received, should be valued twice the importance of those in the Association's survey. The figures on actual shipments, on the other hand, were valued at only one-half the importance of the Association's figures.

This was based primarily on the fact that Sterling's experience in a particular area would be far more representative than the experience of many other manufacturers of similar but nevertheless different products. On the other hand, shipments were rated low—owing to the irregular shipping schedule that was experienced during 1945.

Method of Weighted Averages

By employing this method of weighted averages, Sterling arrived at a figure of 7.84% for the State of Illinois. This means that management believes that the company should do 7.84% of its industrial business for the year in the State of Illinois. Analysis of this figure indicates several facts:

1. That the company minimized its own high sales figures in 1945. After all, this figure very well could have been inflated because of some left-over war business.

2. That it tended to add to the figures contained in the survey. The survey figures include all kinds of industrial mill supplies. Sterling's own sales experience proved that the Illinois market is above-the-average for its own product.

3. That, when compared with shipments, the two figures compare more or less favorably—which indicates that shipments into the territory during the year were not so bad after all.

No business, of course, is run on states alone and so, to break the sales potential down further, a similar job was done with each Illinois city that figured in the Sterling sales pic-



and you sell the WHOLE market

98.6% City Zone Families Read the

BUFFALO EVENING NEWS

EDWARD H. BUTLER, *Editor and Publisher*

"Western New York's Great Newspaper"

KELLY-SMITH CO., *National Representatives*

ture. This resulted in a quota based on percentage in cities such as Peoria, Rockford, Bloomington, Decatur, and so on. So far so good, but no quota is complete in percentages alone. We've never yet seen a salesman who would look at a percentage figure—let alone understand it.

Dollars are far easier for a salesman to get into perspective. Therefore, after the percentages have been determined, it is a simple matter to translate figures into dollars once the company determines how much business it expects to do in a given year.

Sterling's all-over industrial figure was obtained by comparing a set of curves which projected the relation of automotive to industrial business over a period of several past years. By extrapolating them, the future relation of these two segments of the business was analyzed and judged. Once this relation was determined an all-over dollar figure could be obtained for the industrial field and, by the same token, one could be worked out for the automotive side of the business.

By applying the percentage figures, as obtained for Illinois, to the all-over industrial picture, a dollars-and-cents quota was established not only

for the State of Illinois, but for every municipality of any size within the state. This gives the salesman not only his dreaded percentage figure, but a dollars-and-cents analysis of what Sterling estimates he should do in each area within his territory.

The whole thing, of course, is only an estimate, but it is a better estimate than the company had before. Even though the plan is not entirely satisfactory in every spot, we still have a set of figures that seem to make more sense than any we managed to produce previously. Certainly they make more sense than a set of figures based on data not directly related to the industrial mill supply business.

We don't want anyone to get the idea that the method used to compute our quotas will remain the same every year. This year we leaned heavily on the survey compiled by the A. S. & M. M. A. Unless a more comprehensive survey appears between now and next year we will continue to use this. As time passes we hope to find ways to improve our formula. Until then our present method has not only simplified the job for us, but it has saved us a lot of trouble and worry.

**Here's what makes
YORK, PA.
A HIGH-SPOT CITY**

- Effective Buying Income \$102,519,000
- Average Family Income \$5,204
- Total Retail Sales \$70,917,000
- Retail Sales per Family \$3,600
- Food Sales \$17,257,000
- Wholesale Sales \$67,256,000

And, to make sales for you in this market, Greater York's widely read and respected newspaper . . .

The YORK DISPATCH
York 
PENN. HIGH-SPOT CITY
REYNOLDS-FITZGERALD, Inc.
NATIONAL REPRESENTATIVES



BOX TOP MODEL HOMES: As its first big premium promotion for 1948, The Kellogg Co., Battle Creek, Mich., is offering Modern Home Kits for a Shredded Wheat or All-Bran box top and 15c. Three styles of moderate price homes, approved by *Better Homes and Gardens*, are reproduced in full-color, accurate scale models. In addition, Kellogg supplies a four-page folder of sketch plans.

FREE
THE BUSINESS PHILOSOPHER
and
PROFESSIONAL SALESMAN

Write on your business letterhead for a complimentary copy without obligation.

Human Engineering Institute
328 W. Lovell St., Kalamazoo, Mich.

**COOL
ALL NIGHT!**

Guest-controlled
air conditioning
...noiseproofing
...and a radio
in every room!

**COOL
ALL DAY!**

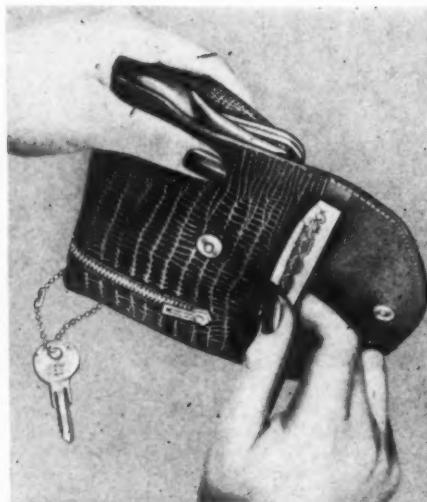
**HOTEL
Mayfair**
ST. LOUIS



TWO-SPEED RECORD PLAYER: Crosley console combination is believed to be the only one which will change records at both speeds. Also accommodates new 10-inch record.

Designing to Sell

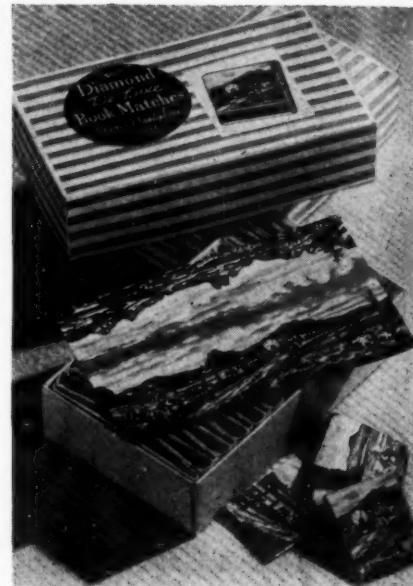
SELECT-O-BILL PURSE: By lifting a special flap the owner looks into the billfold to select the denomination needed from a concealed pocket.



MODERNIZED CONTAINER: (left) Foremost in the design of the new Cutex Nail Brilliance bottle is the extended finger-fit top which stems directly from the plastic closure cap.



NEW WAX JAR: (right) The size of the opening has been increased to enable the housewife to reach into the jar more easily and obtain the last bit of Paste Wax left on the bottom.



DE LUXE MATCH BOOKS: Diamond Match Co. is introducing a new line of book matches featuring "Studio Designed Covers." First designs to be released of the series are "The Old West" and "The Sea Shore."





...like California without the
illion dollar alley of the Bees



National Representatives . . . O'Mara & Ormsbee, Inc.
 New York • Los Angeles • Detroit • Chicago • San Francisco

IN CALIFORNIA's great *inland* market, total annual buying power now runs close to \$2 Billion. Retail sales top San Francisco's by \$250 million*. But you can't tap this buying power with outside newspapers. In the Billion Dollar Valley you need the strong *local* papers — The Sacramento Bee, The Modesto Bee and The Fresno Bee.

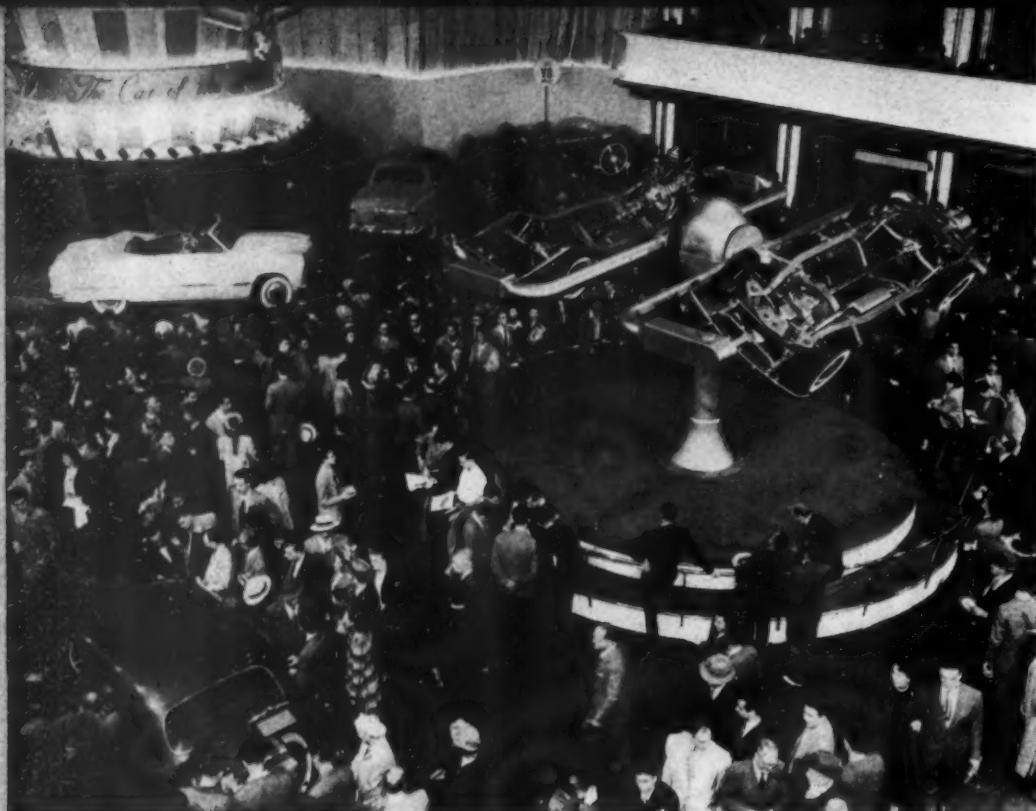
Get all the facts on this fast growing market. Read the 1948 Edition of the Consumer Analysis... a report on buying habits, ownership and dealer distribution in the Billion Dollar Valley of the Bees. Available from your nearest O'Mara & Ormsbee office or Research Department, McClatchy Newspapers, Sacramento, California.

*Sales Management's 1947 Copyrighted Survey

c **latchy** **ewspapers**



THE SACRAMENTO BEE
THE MODESTO BEE
THE FRESNO BEE



CAPTIVATED 250,000: That's the number of people who jammed the Waldorf-Astoria's main ballroom to see this massive display of Ford cars.

A Behind-the-Scenes Report on Ford's "Operation Waldorf"

You may have seen the spectacular show in New York at which the new Ford was unveiled. It was razzle-dazzle showmanship with precision timing and great publicity savoir-faire. It involved almost as much organization as a D-Day landing. This is the story of how it was planned ahead.

The world premiere of the Ford Forty-Niners, held at the Waldorf-Astoria Hotel, New York City, June 10-15, was the culmination of almost a year of planning and preparation.

The event has been referred to as Ford's "Operation Waldorf." The term is an appropriate one, for no military operation could have been planned more carefully and thoroughly or could have been executed with greater precision and success.

It was late 1947 when the Ford Policy Committee decided that the show should be held. It was then, too, that Henry Ford II, commander-in-chief, issued his general order. That general order was, simply, that the show be the finest of its kind ever held by anyone, at any time.

In January, 1948, Walter Dorwin

Teague began to design the exhibition which more than a quarter of a million people saw at the Waldorf-Astoria six months later. Mr. Teague, one of the country's foremost industrial designers, previously had planned Ford shows for four world's fairs, beginning with the Chicago fair in 1933, and this assignment was to excel them all.

But while the Waldorf premiere was the first public showing of the Ford Forty-Niners, it was only a part of an immense, national show operation which had its origin in the Ford Administration Building, Dearborn, Mich. The "control room" was located in the sales conference room of this building. In it was a master control board, together with a host of smaller detail control boards.

The master control board covered one of the walls of the room, being 8 feet high and 17 feet long. On it were listed the major activities, persons responsible for them, progress

Keeping up with WCBS

(NEW YORK'S #1 STATION)

With no advance ballyhoo, almost two thousand paying spectators jammed St. Helena's Auditorium in the Bronx for a recent benefit performance of THE MISSUS GOES A-SHOPPING with John Reed King. King's down-to-earth approach and audience know-how elicit response directly reflected in THE MISSUS' popularity (the latest A. C. Nielsen Report shows it to be the top-ranking local daytime program). Tailoring programs to *listener-leanings* is another reason why WCBS (represented by Radio Sales) is the #1 Station in America's #1 Market.

SALES MANAGEMENT



THE CHEMICAL MARKET AUTHORITY
SINCE 1871



OPD's

New Fast Market Service In Chemicals Purchasing Sets A Record!

The Whole Week's Round-up of Chemical News from Seller to Buyer in One Business Hour.

News Forms Close 4 P.M. Friday
Paper Delivered 9 A.M. Monday

Over 11,000 copies
To People who BUY
chemicals and related materials.

Here are typical reader responses indicating the importance of OPD's up-to-the-minute news:

"Very important . . . a day or two makes a difference with quotations."
President—California

"Very important. As important as the daily paper."
Asst. to Vice President—New York

"It's important. We look for it. We base our prices on this as a guide. It's just a "must" every Monday morning when I start the week's work."
President—Georgia

Your chemical business is not fully exposed to buyers of chemicals and related materials, when its ad misses an issue of OPD.

Make sure our editors get all the news you want chemical buyers to know about your products, prices, facilities and personnel.



Oil, Paint and Drug Reporter

Schnell Publishing Co., Inc.
59 John Street, New York 7

Cleveland 22
H. G. Seed, 17717 Lemond Blvd., Long. 0544
Los Angeles 14
The Robt. W. Walker Co., 684 S. Lafayette
Park Pl., Drexel 4288
San Francisco 4
The Robt. W. Walker Co., 68 Post St.
Sutter 1-5568

The fastest market service in chemicals purchasing for 1948. Every week's roundup of chemicals news from seller to buyer in One Business Hour.



PEOPLE'S VOICE: What do they think of the '49 Ford? The Marketing Research Department, which had a hand in pre-design, records the cold truth for later analysis.

of each, dead-lines, and dates for each of three events—regional dealer previews, the Waldorf showing, and dealer showings.

Planning and preparations for the Waldorf showing were grouped under six principal headings: Display, General Services, Publicity, Advertising, Sales Promotion, and the Allied Lincoln-Mercury Showing. Under each of these general headings were numerous sub-headings, and in many cases the activities represented by them were further classified and charted on smaller boards which were mounted on a wing-type fixture in the control room. Some department heads went even further and prepared plan books which listed their duties and responsibilities down to the minutest detail.

Speed-up Progress Report

Dates across the top of the master control board were by weeks in February, March and April, and by days for May and June. Beginning in January, the planners met weekly in the control room and reviewed the entire program, step by step, reported their progress, and discussed ways and means of overcoming or circumventing obstacles and delays. Later, they reported daily progress, and near the end they were operating on an hourly schedule.

The Sales Promotion Department, under the direction of Frank J. McGinnis, was given the job of co-ordinating activities of the many departments concerned and checking with

the planned schedule. Designing and building mechanical displays, scheduling and following up on the display cars themselves, writing narrators' talks, and hundreds of other activities were assigned. Crosby Kelly, head of the Ford Merchandising School, was appointed manager for the Waldorf show and was sent to New York weeks in advance to hire models, actors, stage managers and directors, ushers, orchestra, others, and to co-ordinate the flow of people and materials into the hotel.

To enumerate the details which had to be checked—each in ample time and proper sequence—would fill several volumes. Only a few examples can be cited here.

Operation Secret

One of the earliest major activities was that of obtaining suitable photographs of the new models. The Ford News Bureau distributed 12,000 press packets well in advance of the show. These packets contained photographs of the cars in summer settings, because the new models were to be shown for the first time in June. The photographs were taken in February near Orlando, Fla. To make this possible, 17 Lincoln, Mercury, and Ford test models were shipped to Florida under canvas and guard. There in strictest secrecy a "task force" of still and motion-picture camera crews, fashion models, artists, and various categories of guards and handymen toiled for several weeks to produce the art work which will

illustrate Ford advertising, literature, and promotional material for the next year.

Space at the Waldorf was engaged more than six months in advance. A purchase order for it was signed January 19.

This space totaled approximately 35,000 square feet. In addition, more than 150 rooms were occupied by Ford personnel who directed the show. Many other rooms in nearby hotels were occupied by Ford employees and guests. Among guests were six newspapermen from each of the six Ford sales regions and about 30 press and radio representatives from Detroit.

How the press representatives were entertained is a good example of the thoroughness which characterized all of the planning. The schedule follows in considerable detail.

In the first place, the Ford News Bureau prepared a plan book in which all of its activities were scheduled and assigned. These, of course, included much more than merely entertaining the press. But as to the latter:

Invite to the Press

Invitations were in the mail by May 15 and replies were to be in by May 25, with a final deadline of June 1. The party was due to leave Detroit at 8:00 P.M. June 8 and a letter to those who had accepted requested them to be at the station by 7:30 P.M. Newspapermen who were located nearer Detroit than New York joined the party at Detroit.

A desk with a Ford sign on it was set up in the station in Detroit. As each guest arrived, he was handed an envelope containing his rail and pullman tickets for a private compartment on the train. Another attendant took his baggage and put a Ford tag on it, giving him the perforated stub. This tag provided space for No., Name, Car No., Space No., Hotel, and Hotel Room No., and had been filled out in advance. The guest thus knew in advance his car and compartment number on the train and his hotel and room number in New York City. Porters with trucks collected the baggage and put it in the compartments on the train. In New York City they took it from the train and placed it in the proper rooms in the hotel. A combination diner and club car on the train each way was provided for the Ford party.

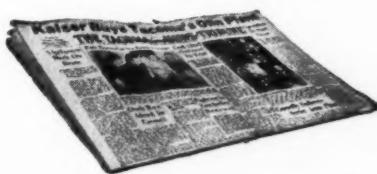
Chartered buses met the group at Grand Central Station and took them to the hotel. A man on the bus gave each guest his hotel room key, so that guests didn't even have to register.

In each guest's room was a folio



Tacoma's a Trouser Center too, -because of Day's Tailor-d Clothing Inc.

LARGEST of its kind west of Chicago and north of San Francisco, Day's Tailor-d Clothing, Inc., produces an average of 2200 pairs of trousers every working day. Day's Ranger whipcords, San Juan slacks, Campus King cords and other sport and work trousers are distributed throughout the eleven Western states and in Alaska. It is just one more of the many diversified industries which make the Tacoma-Pierce County area a "must" market.

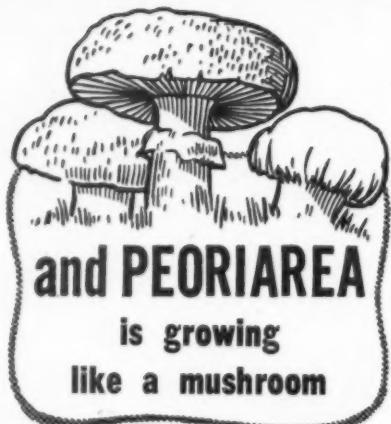


No "outside" newspaper gives you adequate coverage of the vital Tacoma-Pierce County metropolitan market. These percent-of-coverage figures tell why:

Tacoma News Tribune	79%
Second Tacoma Paper	51%
Seattle Morning Paper	10%
Seattle Evening Paper	4%

The
TACOMA
Now Delivering More
Than 60,000 Daily
News Tribune

WMBD dominates PEORIAREA



HOMES FOR 10,000 people will ultimately be erected in Marquette Heights, brand new community rising just south of Peoria. By fall, 2500 will be moved in.

NEW CUSTOMERS will shop for nationally advertised products in the planned commercial center.

TREMENDOUS INDUSTRIAL EXPANSION is making Peoriarea larger and more prosperous than ever before.

WMBD alone keeps pace

..with new facilities

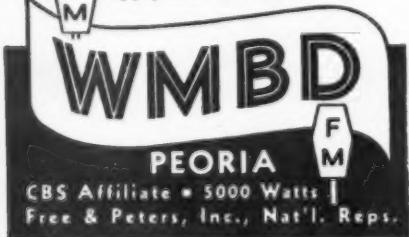
Soon to be announced: new power . . . new transmitter . . . new theatre studios.

FM

The only Peoriarea station with FM. Now operating FM full time simultaneously with AM.

TV

The first Peoriarea station to apply for television.



containing copy paper, carbon paper, memo pad, schedule of events, and a map of New York City.

There was a News Bureau on the fourth floor of the Waldorf, right above the show, with complete equipment and supplies ranging from typewriters to paper clips and including a list of items that filled nearly two pages, typewritten single-space, in the plan book.

There were cocktails and a luncheon for the press, which had then been augmented by several hundred representatives from New York and eastern media, a press conference with Mr. Ford and members of the policy committee, a press preview of the show, and an invitational preview. At the press luncheon, a toy model of the new Ford car and a gold-filled pencil were at each guest's plate.

The following day press representatives had breakfast with members of the Ford News Bureau, cocktails and luncheon at the Waldorf, and were given an opportunity to drive the new car. They were entrained for Detroit that evening. Both dinner and breakfast were served on the train.

An unusual feature concerning the toy cars was that they were produced before the actual cars were shown.

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MANPOWER TABLE: To harness the many workers on the Ford show, the sales division set up a master control board, showing who was doing what and when. It made for smooth teamwork all around.

In the past, models have been produced after the car showing because of the secrecy concerning the new models. In this case, Ford had the toy manufacturer pledged and bonded and permitted him to manufacture the models in advance. It is said that orders for a couple of million of them were received from department stores without showing a sample.

Indication of New York Subway Advertising coverage: Sales Management's new Survey of Buying Power gives New York City 7,871,000 people. According to the 1940 Census, 72% of the city's residents are 20 years old or older. Roper's study of subway riders indicated that, of these adults

9 OUT OF 10
ARE SUBWAY RIDERS!

NEW YORK SUBWAYS ADV. CO., 630 FIFTH AVE., N.Y. 20

The show included numerous exhibits of parts and assemblies, as well as Ford, Lincoln, and Mercury cars. To provide narrators to explain them to the public, 73 graduates of the Ford Merchandising School, most of them dealers' sons, were selected, brought to Dearborn, trained for 10 days, given uniforms, expense money and compensation.

In designing the show, Mr. Teague placed emphasis on style and smartness, carrying it out in the so-called "Manhattan Manner." Show colors were gold and white, and hundreds of yards of satin and lame—were used in decorating the interior of the Grand Ballroom and several adjacent ballrooms.

Among the more spectacular displays were a turntable, 50 feet in diameter, on which five 1949 Fords revolved, with models riding in them; a ferris wheel consisting of two full-size Ford chassis mounted on supports which permitted them to revolve end-over-end and to roll over around its longitudinal axis while the whole exhibit rotated in a horizontal position; a playlet depicting a woodland scene with a 27-foot running stream, a "live" rainstorm, numerous full-size trees, a Ford convertible, and a group of picnickers; a "49er" gold mining scene featuring a model of an old prospector, 14 feet high while in a crouching position, a live miner panning gold in the form of Ford "gold nugget" buttons, and a Ford car, in gold lacquer and chrome trim in the background.

"Control Room"

There was a "control room" at the show, too, and another control board. The latter was in reality a personnel board on which were listed key personnel, when and how they were due to arrive, and where they were quartered, so they could be contacted when and if necessary. On the walls were floor plans of the space occupied. Pins stuck in them indicated the locations of 40 telephones in the area. These telephones and 10 private trunk lines were connected with a private switchboard.

For the show itself, there was a control booth in a balcony overlooking the ballroom floor. From this vantage point the show manager quite literally controlled the show by means of push-buttons and a private intercommunicating system.

Properties included four pumps to make water flow and rain fall, and 34 motors to operate the ferris wheel, diaramas, and other mechanical features.

There were spares for everything, and skilled workmen stood by to re-

pair or replace anything that got out of kilter.

That blond? Which one? There were 54 live models, actors, and actresses employed at the show.

The Market Research Department had an exhibit and a crew of inquiring reporters who kept busy asking visitors their opinions of the show and the car. Many of the interviews were recorded on a wire recorder.

Space at the Waldorf is closely-scheduled (and expensive); therefore the exhibits had to be set up and dismantled as quickly as possible.

Some 300 workmen were employed to do the job and they did it in record time, despite a few jurisdictional debates. The complete display was moved in and set up in four days and nights and it was moved out in two nights and a day, with the mammoth ballroom displays coming out in the record time of nine and one-half hours.

Clocked attendance totaled 251,273, and many others who were not clocked saw the show. This is said to have set a record for attendance at a show at the Waldorf.

first IN ILLINOIS each and every month FOR 2½ YEARS

Breaking all records . . . setting the hottest pace . . . leading *all* Illinois cities in percentage gains on Sales and Services for 31 consecutive months. Source: "High Spot Cities" published in Sales Management each month. Proof positive that your advertising dollar will do the best job in Rockford!

111,765 METROPOLITAN POPULATION

AT THE TOP IN ILLINOIS
ROCKFORD
Best Test City in the Mid-West

ROCKFORD MORNING STAR
Rockford Register-Republic

How Eight Companies Handle Split-Commission Sales

Unless the headquarters office has a clearly defined policy for the distribution of credit on orders which originate in one territory and are delivered and/or serviced in another territory, there's bound to be friction. Here's a roundup showing how typical firms handle this common problem.

"Claims Committee" Handles Special Cases

BY A. J. JEROME
Manager, Industrial Sales
Toledo Scale Co.

Since it is our experience that repeat business is based on customer satisfaction at the point of installation, it is our standard practice to divide point and commission credits on a fifty-fifty arrangement. In other words, one-half of the credits go to the point where the order is executed

and the other half goes to the destination.

In recent years the administration of that plan has been made more difficult due to the following kind of occurrence: One of our Detroit representatives may negotiate with the customer's engineering department at that point. However, the purchase order may originate in New York City specifying shipment to a third point. We regard that as a hardship case if the salesman can prove that the order resulted from his efforts. The burden of proof rests with the

salesman, and border-line cases do not receive favorable consideration.

To deal with cases of the latter sort a committee of home office people considers each individual case where a claim is made for special treatment due to the kind of circumstances mentioned. The committee is small, and up to this time decisions have been unanimous on the specific cases brought before the committee.

The success of an arrangement such as the one described seems to be based on adhering to the company's basic decisions in all border-line cases and in keeping the number of claims to a minimum. We believe the arrangement would be unmanageable if it were permitted to get out of hand due to improper decisions in cases where a real hardship did not exist or where tangible evidence was not furnished to substantiate claims for special handling.

Half and Half Works For Weber Showcase

BY J. L. KAUFHOLD
National Sales Manager
Weber Showcase & Fixture Co., Inc.

We have an Eastern Region with headquarters in New York City, and the New England States and New York comprise one area with a field man in charge. We do the same with another field man who takes Pennsylvania and the area down to and including Virginia.

Any orders originating in the New England area to be delivered into Pennsylvania or Virginia are credited one-half to each man, and vice versa if the orders originate in Pennsylvania or Virginia.

We also have the Central Region which takes in the area of Ohio to the border of Montana, the southern border being Kansas, Missouri, and Kentucky. In this region we have five field men and any items sold in one territory for delivery in another are split fifty-fifty.

This policy also holds true for the Southern Region with headquarters in New Orleans, which takes in all the deep South, the Southeast and borders in the west on New Mexico. In this area we have four field men.

In the case of a sale originating in the Southern Region for delivery in the Eastern or Central Regions,



"Miss Lynch on her vacation?"



No matter what you sell, it's almost certain that a plastic container...your original design or one already in existence...will make it *sell faster*.

It's been proved time and again on the busiest counters in America . . . that plastics' brilliant colors, or crystal clear full views, their extra protection, re-use possibilities and light weight . . . can do an unexcelled selling job. (Actual tests prove that merchandise in Vue-pak, Monsanto's transparent packaging material, outsells the same product in "blind" opaque packages **SIX TO ONE!**)

With modern high speed production these

super-selling plastic containers, that can be molded economically from Monsanto's Lustron or Lustrex, or fabricated from Vuepak, pay for themselves over and over. It's possible today to get a plastic container almost any shape, size or color with almost any type closure or hinge device with embossing or printing . . .

See your box supplier today . . . or send the coupon below for full plastic container information. Monsanto has just completed an industry-wide survey of plastic containers ready-to-use . . . to help you get an economical start with a plastic container. **Vuepak & Lustron: Reg. U. S. Pat. Off.**

MONSANTO CHEMICALS - PLASTICS

MONSANTO CHEMICAL COMPANY. PLASTICS DIVISION
 Dept. SMP8, Springfield 2, Mass.

I am enclosing my requirements for the package I'm planning or want to improve.

I wish information on injection molded boxes of Lustron and Lustrex.

I wish special information on Vuepak for packaging.

Name	Title
<hr/>	
Firm	
<hr/>	
Type of business	
<hr/>	
Address	
<hr/>	
City	State
<hr/>	

SERVING INDUSTRY . . . WHICH SERVES MANKIND

the sale would be split the same way—each region would get half the credit and the man originating the sale would get half of the commission; the man into whose territory the merchandise is delivered gets half the commission. In other words, the region's credit is on volume, the salesmen's credits are commissions.

Our chain, or national, accounts business is handled by one division here known as the National Accounts Division. All sales of this nature are credited to this department and do not accrue to either the regional headquarters or the individual men.

We have divided the West roughly into two segments: the Rocky Mountain area and the Pacific Coast—known in the composite as the Western Region. The same thing holds true as in all other areas.

All sales are classified in three categories: national sales to dealers, national wholesale accounts such as chains, ice cream manufacturers and so on, and retail sales.

In Southern California we maintain a retail selling organization where the factory, through its sales department, sells to consumers and, in this instance, our sales plan is as

simple as those mentioned for the rest of the country. Southern California is divided into sections and a man is assigned to each. All business that develops in one area and is delivered into another is split fifty-fifty.

Any sale made in Southern California at retail and delivered into some other section of the country is divided with the man who made the sale originally on a fifty-fifty basis with the man into whose territory it is delivered.

While the actual written rules seem to be complicated, the plan is just as simple as outlined here. While there is a certain amount of bickering as to the validity of the fifty-fifty division, it is, nevertheless, a small amount as compared with the workability of the plan and the general feeling of acceptance by our sales department.

CIRCULATION WHERE IT COUNTS



The Only ABC Paper Covering the Creamery Products Industries . . . Butter, Cheese, Dry, Evaporated and Condensed Milks

Wherever butter or cheese is made . . . or milk is concentrated or dried . . . you'll find the NATIONAL BUTTER AND CHEESE JOURNAL . . . within arm's reach of a buying-executive. The maps show how closely "Journal" pin-point precision coverage parallels production. This direct-contact no-waste circulation means that your advertising reaches "buy" men who can say "okay" and sign orders . . . buttermakers, cheesemakers, and concentrated milk plant operators who are in charge of production AND PURCHASES. That's why "JOURNAL" selective buyable subscribers are so readily responsive to "JOURNAL" advertising . . . why advertisers get so much more for their money.

It took years to build this quality readership . . . 37 years—backed by an editorial policy and far-sighted planning that in turn has so solidly helped to build these flourishing industries. Today they're a 2 billion dollar market; a vast network of many thousands of plants from coast to coast that annually manufacture 2 billion dollars worth of dairy products. Write for the new facts about this huge ever-growing market . . . and how the NATIONAL BUTTER AND CHEESE JOURNAL can help you enter it PROFITABLY and PERMANENTLY.

Free to advertisers and advertising agencies: marketing, merchandising data, and live survey facts to help you plan more effective advertising and increase your sales to the dairy industries. Lists and addressing-mailing services at moderate cost. Ask us—we have it—or get it.

Write for Market Data Surveys



THE OLSEN PUBLISHING COMPANY
1445 N. FIFTH STREET

MILWAUKEE 12, WISCONSIN

Perhaps we are more fortunate than others, but we rarely are called upon to settle arguments of this nature. Our 54 sales offices and branches are located throughout the country and the majority of our orders are received from large industrial corporations with plants in many territories. Although the purchasing may be done wholly from our customers' headquarters, the ultimate destination of the purchased material may be in an entirely different section of the country. Our policy is to award 50% sales credit to the individual handling headquarters and 50% to the salesman in the destination territory.

In some cases 3 and even 4 territories are involved. The nature of our products demands that our salesmen have an engineering education. In such cases where the engineering and purchasing headquarters are situated in different locations, sales credit is divided equally among the territories involved— $33\frac{1}{3}\%$ each to

the engineering, purchasing, and destination salesmen.

This method has been satisfactory from our viewpoint and it is an extreme rarity when a salesman questions us on a particular order credit.

Distributors Split Under McCray Plan

BY R. J. REHWINKEL
Vice-President in Charge of Sales
McCray Refrigerator Co.

This question of proselytizing or getting over into the other fellow's territory is like the poor, always with us. We don't say we have solved the problem 100%. However, we quote from our distributor's agreement a paragraph which indicates how we are trying to handle this situation:

"Distributor is not authorized to make any sale of McCray products to a purchaser where the product will be used in a territory not covered by this agreement, but should a prospective purchaser call upon and purchase through the distributor a McCray product to be used outside his territory, the profit realized will be shared with the other distributor

involved and, in case of dispute, the division will be arbitrated by the Company on an equitable basis."

A 25 and 75% Split For Jantzen Mills

BY R. M. McCREIGHT
General Sales Manager
Jantzen Knitting Mills, Inc.

We have a well-defined policy in regard to orders taken by a salesman which are to be shipped into another man's territory. The policy is well understood by all of our men.

All of our men work on a commission and drawing account basis. We have no house accounts, and commission is paid on all merchandise shipped into a man's territory.

In the first place, all orders shipped into a man's territory are subject to his approval. If an order is taken by a salesman to be shipped into another salesman's territory, the man writing the order is entitled to 25% of the commission and 75% goes to the man into whose territory the merchandise is shipped. This is the policy, but most of the men never exercise their prerogative in taking 25% of the commission. They will write an order without any compensation. We permit them to do this, but if there is any question raised, we revert to the policy to eliminate any controversy.

Perhaps one of the biggest problems is in working with an account having several outlets, with the merchandise being distributed into territories covered by three or four different men. This organization may do centralized buying and have the merchandise shipped into a receiving point where it is redistributed to their various outlets. In most instances, the stores will cooperate with us and advise how much goods has been shipped to each individual store. In such cases, the problem is not too complicated. However, where a store will not give this information, we have to set up an arbitrary percentage, which will be credited to each man. This is done in conference with the men concerned.

Ohmer Applies 50-50 Rule to Dealers

BY RALPH K. ULRICH
Vice-President
Ohmer Corp.

We have 225 cash register dealers with exclusive territories. Our dealers purchase their floor stock and then sell throughout their territories on their own order forms.

The dealers are responsible for in-

WOULD YOU LIKE TO IMPROVE INDIVIDUAL SALES PERFORMANCE IN YOUR COMPANY?

Sales executives, in post-war analyses, are finding that many of their best order takers of recent years are falling behind in order getting, and are losing out to the more intense competition returned with peace-time production.

We have helped many concerns to solve this problem by salvaging salesmen already on their payroll. Through the use of individual evaluation by psychological testing, we uncover specific weaknesses of men who have forgotten how to sell competitively, or who never learned. With knowledge of their weaknesses, we build individual sales improvement programs for men in all types of sales activity.

The results of many improvement programs have been outstanding. A request will bring specific examples, and full information on the use of testing as a sales improvement as well as a sales selection aid.

SADLER, HAVER & ASSOC.
Personnel Management Counsel

333 N. Michigan Ave.
Chicago 1, Illinois
ANDover 1607



THE IDEAL SALES CONTEST AWARD

A contest is only as good as its prizes . . . and top-notch prizes often produce unexpectedly good results! Here are quality prizes that will spur your sales force to that extra effort that is needed today. **EVERY SALESMAN WANTS AND NEEDS GOOD LUGGAGE.**

This MAXIMILLIAN matched "Field Executive" set is bench-crafted of the finest leather (Top-Grain Cowhide or Imported Pigskin) . . . has rugged overlapping steel-frame construction. CONVERTIBLE Two-Suiter equipped with exclusive removable SUIT-PAC feature for quick, easy, crease-less packing. Simply snap out SUIT-PAC entirely and Two Suiter becomes a regular bag. Handsome solid brass hardware.

YOUR COST: 24" Two-Suiter #2C-\$45.00, 21" #2D-Ovenitter \$36.00. Both for \$81.00—nationally advertised consumer price, incl. Fed. tax, \$161.48.

Sample orders invited. Manufactured and sold by

FIRMAN LEATHER GOODS CORP.
137 EAST 25th STREET, NEW YORK 10, N. Y.

AUGUST 1, 1948

Which one
meets your
Screening test?



If you're interested more in sales than sails, it's the one on the right. His income is among the highest for all big magazines, and he spends it on his home and family. Better Homes & Gardens screens him for you because its 100% service content — ads and all — squares with his home- and family-interest.

America's First Service Magazine



Assure good will and daily readership of your selling copy, at the point of sale, by featuring your name, sales story and products in a distinctive, copy-righted, indispensable utility medium — A Nascon Week-At-A-Glance. In handsome desk and pocket sizes, Nascon Week-At-A-Glance books provide a

full week of appointments and memoranda at a glance plus an alphabetical address and telephone index. Let us show you how effectively and economically you can promote sales by utilizing from 1 to 12 insert pages to keep customers, prospects and distributor's representatives constantly reminded.

Specialty Division, NASCON PRODUCTS, INC., Dept. SM-2, 60 E. 42nd St., New York 17, N.Y.
(Division of Eaton Paper Corp.)

Specialty Division, Nascon Products, Inc. Dept. SM2, 60 E. 42nd St., New York 17, N.Y.
Please, send the Nascon full color catalog containing suggestions on how we can effectively use the Nascon sales builders.

Name.....
Company Name.....
City..... Street.....
State.....



stallations and for the service warranty for one year.

Our standard policy is that the commission or dealer discount is to be split 50-50 between the selling and installing dealers. Theoretically, when a dealer sells a register to be delivered beyond the boundaries of his territory, the sale is to be reported to headquarters. We in turn inform the selling dealer to whom he should pay 50% of the commission.

Since we have no absolute control over the resale of our products, occasional sales are made beyond the limits of established territories without being reported to the home office. Sometimes these sales are not found by the dealer in whose territory the machines are installed for a number of months. In the meantime, the selling dealer may have rendered service, and when the sale is eventually located in another dealer's territory, arguments arise over the amount of commission to be paid.

In many, many instances such sales are handled properly with the full cooperation of the dealers involved. There are just enough exceptions that we almost constantly have several cases which are causing us trouble, particularly those in which the register has been in use for nearly a year before it is located.

We feel that our policy is clear, and that it is oftentimes negligence on the part of the dealers in not verifying the territory in which his salesmen are working. Sometimes these salesmen handle other lines in territory which is not open to them on Ohmer Cash Registers, which naturally encourages going across the boundary with our line when they encounter good prospects.

We are sold on the fact that there are definite advantages to guaranteed territorial operations, although we also feel that there are times when our business suffers because of guaranteed territorial policy. Basically, however, it has been our conclusion that more is to be gained by having exclusive territories through centralizing responsibility.

Simple Rules Govern At Eagle-Picher

BY T. C. CARTER
Vice-President
The Eagle-Picher Sales Co.

Here are the rules we follow in allocating sales credit. We have found this policy to be quite adequate and satisfactory:

Sales will be credited to each salesman in strict accordance with our current policies, which are:

(a) Full credit on all orders and con-

tracts obtained by each salesman in his territory when final destination of shipment is in the same territory.

(b) Orders obtained in one territory for shipment into another salesman's territory will be credited one-half to each of the territories involved. This splitting of credit to Eagle-Picher salesmen will not necessarily, in every case, affect the distributor's commission or profit.

(c) No sales credit will be allowed on specifications for Eagle materials on contract jobs, except in cases where a salesman responsible for specifications either obtains the contract or purchase order, or services the plant in which the materials are applied.

(d) All export sales will be credited to the salesman in whose territory the purchasing office is located.

(e) All sales to employees will be credited to the General Office House Account with no credit to salesman, irrespective of where the material is purchased or location of point of destination.

(f) Full credit will be allowed for accommodation sales, or sales at special prices which are made to accommodate officials or friends of customers or others. All such sales shall be credited to the salesman authorizing the sale, regardless of product involved.

(g) Special cases not covered by any of the foregoing rules will be considered strictly on the merits of each case and credit awarded accordingly. Salesmen desiring credit on any orders on which they have worked, but on which they would not normally receive credit under the foregoing rules, must apply for it on Form No. 1657. This application must be in the General Office and approved before order is billed, otherwise sales credit will not be allowed. The decision of the General Office shall be final in each case.

(h) Exceptions to the above that are duly recorded and approved will be continued until notification of withdrawal.

Todd Rules Cover Transferred Machines

BY G. J. OWEN
The Todd Co.

Questions having to do with sales overlapping into the other fellow's territory have been raised ever since the Todd sales organization went to work with the Protectograph Checkwriter just before the turn of the century.

It has been our experience that no one hard and fast rule or policy will equitably and satisfactorily cover every territorial sales situation. But the majority are covered by the set of rules governing territorial sales which our company set up many years ago and have since refined, revised, or adapted to meet changing conditions.

Our present method of handling sales credits and commissions on machines sold in one territory for use in another is covered in these rules which are printed in all our price books:

1. Fifty per cent of the commission will be given to each of the two salesmen participating in a territorial sale. Whether the rural or metropolitan rate will apply will depend upon the commission rate in effect at the point where the customer's official signed order is issued. The only exception to this ruling will be in a case where a customer's official signed order is issued in a rural area and a machine is to be delivered in a metropolitan district. In such a case the metropolitan salesman will receive one-half of the metropolitan rate (27%) and the rural salesman will be given an additional 5%.

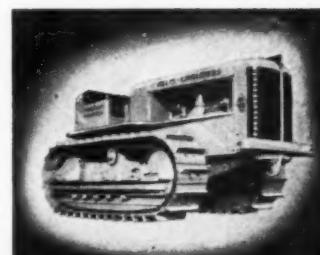
2. Sales points credits will be given

BARNES & REINECKE Styling makes products look like more for the money

We can restyle your product for greater consumer acceptance, faster sales, increased utility, whether you make rugged equipment like this Barnes & Reinecke-styled Allis-Chalmers tractor or a mass selling retail item.

We also make exact models small reproductions like this group for Kroehler Furniture Co., or full size. These three-dimensional presentations entice your salesmen and dealers, help both to sell their customers.

OUR 15th GREAT YEAR • STAFF OF OVER 200
BARNES & REINECKE, INC.
DESIGNERS AND ENGINEERS
234 E. Ohio St., Chicago 11, Ill., Del. 6350



KNOW OUR RICH MARKET CENTER

Write for the new series of Market Data Releases on the

WINSTON-SALEM MARKET

New Pertinent Data Available On:

- Utility Growth
- Bank Clearings
- Circulation
- Monthly Grocery Inventory
- Retail Sales
- Department Store Sales
- Tobacco Market

Direct inquiries to:
Box "M", Research Dept.

WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL
MORNING SUNDAY EVENING
NATIONAL REPRESENTATIVE: KELLY-SMITH COMPANY

15 MILLION NEGROES MUST EAT AND DRINK

And they have 10 billion dollars to spend! If you have food, drinks, cosmetics, liquor or any other products to sell, the best way to reach the Negro is through the Negro papers and magazines he reads with interest and confidence. Advertising in these papers pays big dividends, for the American Negro is the most loyal customer in the world. For full information of this great market, write today to **Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y.**, serving America's leading advertisers for over a decade.

NOTE: We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

WANTED

Field Representatives to organize and supervise distributor and factory dealer territories for world's most complete line of completely all-metal 1949 two and four place personal airplanes. Past experience in sales and sales organization essential. Must be free to travel.

Apply direct for particulars giving full details of background and experience.

**LUSCOMBE AIRPLANE
CORPORATION**

P.O. Box 2128 Dallas 1, Texas

to the salesman who obtains the customer's signed order. He should make out the Machine Sales Order and report the sale on his weekly sales report. If the buyer issues a purchase order, it must be sent to Rochester by the salesman reporting the sale, together with the Machine Sales Order.

3. If a machine is sold to a branch and the official purchase order is issued by the home office in another territory without the assistance of the salesman in the home office territory, and the purchase order is obtained by the salesman in the branch territory, it will *not* be considered a territorial sale. This rule will apply in all cases with the exception of sales made to firms listed in Rule 12.

4. In the event a machine is sold to home office of concern and machine then in use at the home office is shipped to branch in another territory, provided the second sale is made within one year after the first sale, it will be considered a territorial sale. In such cases, the salesman in the home office territory receiving the official signed order will receive sales points credit and report the sale, advising the Machine Sales Department the serial number of the machine which has been shipped to the branch.

If, in attempting to close a machine sale, a salesman finds that authority for all purchases must come from the prospect's home office located in another zone,

NEW JERSEY'S FOURTH LARGEST MARKET



BAYONNE CANNOT BE SOLD FROM THE OUTSIDE

No other paper or combination of papers can sell Bayonne. . . That is why 99.2% of *ALL* the RETAIL ADVERTISERS in Bayonne advertise in THE BAYONNE TIMES EXCLUSIVELY. Use THE BAYONNE TIMES for 76% coverage in this wealthy city. . . 93% Home Delivery.

Send for the 1947 Market Data Book.

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN

295 Madison Ave., New York, 228 N. LaSalle St., Chicago



They're to be found in the building supply industry right now. But, you've got to know "pay dirt" when you see it.

and as a result asks for assistance from the Zone Manager in whose territory that home office is located, he automatically becomes entitled to one-half the commission and the sale will be territorial. This rule will apply even though the terms of the sale should result in the delivery of a new machine to the customer's home office and the transfer of an old machine from the home office to the branch in question.

5. When assistance is required, request your Zone Manager to write the Zone Office in the territory where assistance is needed.

6. Delivery of a machine on a territorial sale should be made by the salesman in territory where the machine will be used. If there is a trade-in, the salesman delivering the machine will pick up the trade-in and turn it over to his Zone Office.

7. The Zone Office receiving the official signed order will write the Zone Office in the territory where the machine will be used requesting delivery and the latter Zone Office will in turn advise the serial number of the machine delivered, the trade-in picked up and the name of the salesman to receive territorial commission. Copies of all correspondence between Zone Offices should be sent to the Machine Sales Department at Rochester.

8. If and when a machine sold in one territory is found in another territory within six months from date of sale and if said sale has not been properly reported as being for use in another territory, 75% of the entire commission shall be awarded to territory in which the machine has been shipped.

9. If a machine should be transferred into another territory within six months from date of sale for a short period, full facts should be reported to the Machine

Sales Department at Rochester for decision as to whether or not it will be considered a territorial sale.

10. Any territorial sale not specifically covered by the above rules will be adjusted by the Machine Sales Department on the grounds of fairness and equity in accordance with its best judgment.

11. Any salesman who calls a customer into a controversy regarding a territorial sale automatically relinquishes all rights to commissions and sales points credit.

12. We have made special arrangements with the home offices of the following concerns and before contacting their branches obtain full facts from your Zone Manager. If your Zone Manager cannot supply these facts, write to the Zone Manager in whose territory the main office is located, sending copies of your correspondence to the Machine Sales Department at Rochester. All sales made to these firms will be considered territorial.

(Here follows a listing of 17 large companies and one other classification, United States Government Agencies).

13. All sales made outside of the Continental United States must be considered territorial with our Foreign Dealers. All correspondence pertaining to foreign sales should be addressed to our Foreign Department, with carbon copy to the Machine Sales Department.

14. Territorial rules do not apply on the sale of accessories.

15. On signature plate sales made directly to an Agency of the Federal Government (Army-Navy, Federal Reserve Banks, etc.) 50% of the commission will be paid to the salesman in whose territory the plate is to be used, and 50% will be paid to the Washington salesman.



The International Nickel Company of Canada, Limited, 25 King Street West, Toronto, Ont., Canada

INDUSTRIAL TIME SAVER: Like other people, engineers make use of short cuts. As a sales aid for itself, The International Nickel Company, Inc., New York City, has brought out a Nickel Alloy Selector. Engineers can use it for a compact and easy reference to the chemical compositions and mechanical properties of nickel alloys.

Tips



"The Why and How of Business Paper Advertising." The 178 million dollars spent annually in business paper advertising is an indication of its increasing importance to American business as a selling tool. The advantages to business of this type of advertising, and the most effective manner of using the advertising pages of trade publications, are presented in this pocket-size booklet. Written by Stephen Goerl, advertising and merchandising counsel, it really gets down to the core of the subject. It cites—and answers—a number of the out-of-date arguments which are still being put forth by some companies against business paper advertising. It sets forth 16 useful suggestions for market research in conjunction with an advertising campaign. And in summary, the booklet points out 10 basic rules for business paper advertising—rules which the author admits are "no panacea." Manufacturers, sales executives or advertisers and agencies interested in obtaining a copy should send 10c for handling and postage to Stephen Goerl Associates, Inc., 22 East 40th St., New York 16, N. Y.

Those Hollywood Testimonials

... How to secure them? How to arrange "tie-ups"? Whom to see? The answers to these and a number of other questions are concisely outlined in a pamphlet titled "How to Arrange Advertising Testimonials with Hollywood Motion Picture Studios." It's the fourth in a series of factual booklets being published for American business by *The Hollywood Reporter*. Because so many more merchandising programs and promotional campaigns are being based on movie tie-ups in all types of media, the publication has presented here in one booklet statements from 15 of the leading Hollywood studios. Each of these studios has pointed out its individual policies and procedures, naming contact personnel. The advertising code of the film industry is appended to the pamphlet for convenient reference to pertinent regulations. Send your inquiry to *The Hollywood Reporter* at 6715 Sunset Blvd., Los Angeles 28, Calif.



Your Sales will be tops, too

**when WTAR does the selling job
for you in the NORFOLK market**

...because WTAR has most of the listeners practically all of the time (Hooper CM, Fall-Winter, '47-'48) and delivers the customers at less cost per sale in the creamy NORFOLK metropolitan market.

DAYTIME: WTAR outrates all other six local stations combined on 15 out of 40 daytime Mon-Fri quarter-hours; and is ahead of the nearest competitor for 36 of the 40.

NIGHTTIME: WTAR outrates the other three local nighttime stations combined for 43 of the 56 half-hours between 6:00 and 10:00 p.m., Mon-Sat; with a comfortable margin of leadership for the other 13.

And the NORFOLK market, with the nation's greatest metropolitan area population gain, '47 over '40 (Bureau of Census, '47) is **STILL GROWING** ... more customers, more folding money than a year ago.

Let us tell you what this
profit producing market-
media team can do for
you.

NBC AFFILIATE
5,000 Watts Day and Night

Operator, WTAR-FM, 97.3 Megacycles
National Representatives:
Edward Petry & Co.



Media and Agency News

Magazines

Dell Publishing Co., Inc., will publish a new monthly magazine called *Modern Television & Radio* beginning with the December issue, on sale in November. Selling at 25c a copy and carrying advertising, it will be the fourth magazine in the Dell Modern Group which now consists of *Modern Romances*, *Modern Screen*, and *Screen Stories*. With the whole field of radio-television to cover, the magazine will be edited to do for this field what Dell's *Modern Screen* does for the movies.

Circulation of *Modern Television & Radio* is estimated at over 400,000 beginning January, 1949, and the initial guarantee will be 300,000. The new magazine will put the estimated circulation delivery of the Dell Modern Group at over 3,000,000, with a guarantee of 2,700,000. The black and white page for *Modern Television & Radio* is \$705.00, based on \$2.35 per page per thousand.

Fowler Dugger, formerly vice-president and advertising manager of *The Progressive Farmer*, has been appointed vice-president and general manager. Paul Huey, who has been western advertising manager, succeeds Mr. Dugger as vice-president and advertising manager of the magazine. . . . F. S. Gilbert, advertising manager of *Life International*, has been appointed assistant to the publisher, James A. Linen, of *Time*. Succeeding Mr. Gilbert on *Life International* is John E. Woolley, who has been assistant advertising manager on the magazine. . . . E. Laurence White, Jr., has been appointed national classified advertising manager of *Esquire*. John J. Roman, for two years Euro-

pean representative for *Apparel Arts*, has been appointed European advertising manager for *Esquire*, *Coronet*, and *Apparel Arts*.

An injunction sought by Macfadden Publications, Inc., as publishers of *Sport*, against *Sports Album*, published by Dell Publishing Co., Inc., has been denied by Supreme Court (N.Y.) Justice Ferdinand Pecora. To the plaintiff's charge that confusion and damage had occurred and that injunctive relief was necessary, the decision of the Court was that before the plaintiff is entitled to the relief it seeks in this action it will have to establish acts of unfair competition.

The 29th Annual Meeting of the National Association of Magazine



GEN. CARL SPAATZ, RT., joins the staff of *Newsweek* as air and military consultant, contributing editor.

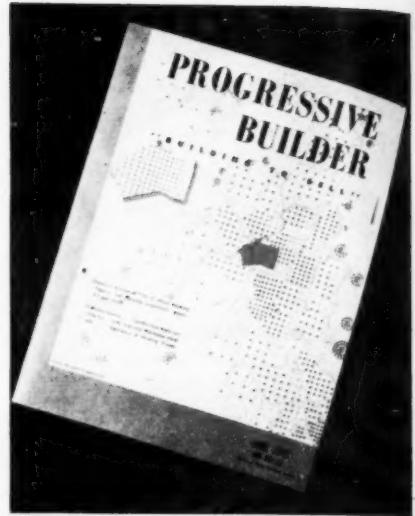
Publishers will be held at Spring Lake Beach, N. J., on Sept. 13-14.

Over 241 advertisers and more than 100 stores have joined *Glamour's* "Seasonal Selling" plan to date, with more coming in daily, according to William G. Stowell, the magazine's business manager.

"This three-month co-ordinated promotion is the most successful ever launched by *Glamour*," Mr. Stowell states. "Planned selling, planned merchandising and planned promotion for a season, rather than a month, is a sensible trend today in the trade. *Glamour* has co-ordinated its editorial coverage and merchandising program for August, September and October to help advertisers realize the best possible results from the fall selling-buying season."



Because BSN brings news that its readers convert into sales, it's the best messenger for your sales-message.



COVER of the first issue of *Progressive Builder*, new business magazine covering the construction industry with emphasis on development and building of small homes.

Business Magazines

Two days of off-the-record talks with Canadian Government leaders June 29-30 in Ottawa, Ont., marked the third pilgrimage of the National Conference of Business Paper Editors to the capital of the Dominion. About 20 American editors were in the party. Several Canadian business paper editors participated. The Conference discussed business and political developments with C. D. Howe, Minister of Trade and Commerce; C. M. Isbister, Dominion Bureau of Statistics; Louis St. Laurent, Minister of Exterior Affairs; Brooke Claxton, Minister of Defense; K. W. Taylor, Assistant Deputy Minister of Finance, and two of his assistants, J. H. Berry and W. F. Bull; Hector McKinnon, chairman, Canadian Tariff Board.

The Conference, in its annual business meeting, re-elected Paul Wooton, Washington, D. C., its president. The other officers for 1948-49 are: western vice-president, W. W. Gothard, *Domestic Engineering*; eastern vice-president, Julien Elfenbein, *Haire Publications*; secretary-treasurer, James G. Lyne, *Railway Age*; committeemen, Charles O. Herb, *Machinery*; George Tubaeneck, *Air Conditioning and Refrigeration News*; C. L. Morrow, *Factory Management & Maintenance*; Bror Nordberg, *Rock Products*; Frank Steinbach, *The Foundry*; Kenneth Stowell, *Architectural Record*; James Warren, *Ahrens Publishing Co.*

The Conference gave up the idea of forming an international organization to include the presently formed Canadian Association of Business

THE DETROIT trading area is one of America's few multi-billion dollar markets. Center of automobile manufacturing, it is destined for many years to enjoy unparalleled employment and prosperity. Hence, Detroit is a most desirable market for the sale of goods through advertising, especially since this great market may be covered adequately by the use of its one outstanding medium—The News.

With 96% of its weekday circulation concentrated in this trading area, The News delivers 96,708 more circulation here than one newspaper and 30,652 more than the other.

Its Sunday circulation of 554,000 has 85% of it concentrated in this sales-rich area and offers 166,188 more than one paper and 59,835 more than the other.

The Detroit trading area has three newspapers but only one offers the greatest trading area coverage weekdays or Sundays and only one has been a leader among America's newspapers in advertising for more than a quarter century. That newspaper is Detroit's home-delivered, home-read Detroit News.

National Representatives: Dan A. Carroll, 110 E. 42nd St.
New York 17—The John E. Lutz Co., Tribune Tower, Chicago 11

ONLY
THE NEWS

is FIRST
in weekday circulation
in Michigan

432,089

Total Net Paid A.B.C. Circulation
for 6 months ending March 31, 1948



Owners and Operators of Radio Stations WWJ,
WWJ-FM, WWJ-TV

Paper Editors (some of whom hold membership in the Conference). However, it does plan to hold biennial sessions in Ottawa and to invite all Canadian editors to go to Washington, D. C., for similar meetings on alternate years.

Newspapers

A recent check shows that the circulation of the *Upper Darby News*, Upper Darby, Pa., has increased 54% in three years and that it is now the largest community weekly newspaper of general circulation in the United States. Announcement was made on the day of the formal dedication of the \$200,000 printing plant of the *News*' parent company, Philadelphia Suburban Newspapers, Inc., Ard-



ALFRED B. STANFORD, national director, Bureau of Advertising, A.N.P.A., is named advertising director, New York Herald Tribune.

more, Pa., which also publishes the ABC weeklies, *The Main Line Times* and the *Germantown Courier*. The 16,062 net paid circulation leads all weeklies of the Audit Bureau of Circulations. The newspaper has carried 7,500,000 lines of paid advertising in five years.

The American Newspaper Advertising Network has moved from its offices on East 42nd Street, to larger quarters in the Empire State Building, 350 Fifth Avenue, New York City.



—that you're in business to do business; that you're on the lookout for immediate sales.



JOHN H. MCNEIL, former manager of WJZ, New York City is named director of WNJR, Newark, N. J.

Radio

Broadcast Measurement Bureau reports a total of 706 subscribers—exactly the same number of stations as are reported in the BMB Area Report for Study No. 1. Of the present subscribers 596 are AM stations, 97 are FM and five are television stations. Four nation-wide and four regional networks comprise the balance.

Many of the FM stations subscribed under the recently inaugurated Combination Subscription Plan which permits commonly owned AM, FM and television stations in the same city to subscribe on a single subscription fee, based on the combined revenue of the several stations.

Louis N. Howard has been elected president of The Tobacco Network by the board of directors at a meeting held in Greenville, N. C. The network, which Mr. Howard headed three years ago, has expanded to eight stations in North Carolina: WGBR, Goldsboro; WGTC, Greenville; WRAL, Raleigh; WHIT, New Bern; WTIK, Durham; WFNC, Fayetteville; WJNC, Jacksonville; WGNI, Wilmington.... In Georgia radio stations WGST, Atlanta; WRDW, Augusta; WRBL, Columbus; WSAV, Savannah, have formed The Georgia Quartet. All four of the five KW stations are represented by the George P. Hollingsberry Co. and may be purchased at combination rates.

With the completion of WBT's 500-foot FM tower, located on top of Spencer Mountain, 1,810 feet above sea level and 1,050 feet above the surrounding terrain, comes a sharp increase in WBT-FM power. The station signs on with 54,600 watts effective radiated power, serving listeners within 100 miles of Charlotte, N. C. Studios of WBT-FM are located in the Wilder Building, in downtown Charlotte, and the transmitter building, now completed,

is situated on Spencer Mountain approximately 17 miles west of the city. WBT's television antenna will be placed atop the FM antenna and TV equipment will be housed with the FM transmitter. As of August 1, the WBT-FM daily broadcast schedule doubles to 14 hours; 9 A.M. to 11 P.M.

Alfred J. Harding is appointed sales manager of WCCO, Minneapolis, Minn. . . . Worth Kramer is named assistant general manager of WJR, Detroit, Mich. . . . Ralph Miller is newly appointed director of national radio sales for KDYL, Salt Lake City, Utah.

Television

America's largest television studios, ABC's new television center, will begin operation this year, according to announcement by Robert E. Kintner, executive vice-president of the American Broadcasting Co. The new studios, which will serve WJZ-TV and the expanding ABC television network, will be located in a building providing 2,000,000 cubic feet of useable space, and occupying the width of an entire city block between 66th and 67th Streets, off Central Park West, New York City.

The principle studio will measure 200 feet in length and 100 feet in width, with a 45-foot ceiling. The area will be provided with sound-proof translucent panels, fabricated of glass and plastic material, to divide off the big studio into smaller units. When not in use, the panels will be dropped by motor controls into slots built below the floor.

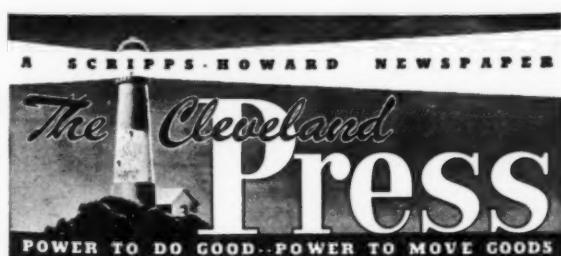
Facilities will be provided for the distribution of pictures to public viewing rooms, lobbies, clients' room and offices of the executives to permit the viewing of programs, rehearsals and auditions. This distribution system will require several hundred video amplifiers and thousands of feet of special coaxial cable. ABC's producers will be provided with a total



JOINED FORCES of Fletcher S. Udall (right) with Richard S. Railton (left) have formed the advertising representatives, Railton, Udall & Co., San Francisco, Calif.



The Toiletries Section of the 11th Cleveland Home Inventory is now ready for distribution. This actual inventory of products on hand in a 2% cross-section of Cleveland's homes gives an accurate reflection of the total market for Cosmetics, Dental Goods, and Shaving Accessories. If you manufacture, sell, distribute, or advertise any of these products you need this information. A request to The Cleveland Press or any Scripps-Howard sales office will get it for you quickly.



AUGUST 1, 1948



This is one of several sections which together constitute the complete report. The Grocery Products section has already been published. Appliances, Automotive, Tobacco, and Home Canning will soon be off the press.

*



ANTENNA for television station WJZ-TV, atop Hotel Pierre, N.Y.C. The structure weighs 8,000 pounds and is 50 feet high over-all.

of 16 cameras, all of the image orthicon type.

Formerly used as the arena of the New York Riding Club, the building will be redesigned inside and out and made to conform in every way to the demands of television and modern architecture. This is expected to require six months' work.

With its key station, WJZ-TV, New York City, the American Broadcasting Co. currently has a network of 13 televisions throughout the country — five owned and operated, eight affiliated.

KDYL-W6XIS, Salt Lake City, Utah, owned and operated by The Intermountain Broadcasting Corp., has begun commercial operation after being on the air experimentally since last April. KDYL-W6XIS thus becomes the first commercial video outlet between St. Louis, Mo., and the Pacific Coast. Field tests have shown

complete coverage of the Great Salt Lake Valley by the new station.

Television this summer has brought into the homes of millions of people the national conventions of the major political parties, and by 1952 these conventions will be seen and heard in all major population areas of the country, according to Robert E. Kintner, executive vice-president of the American Broadcasting Co.

The actual sessions of the 1948 conventions, Mr. Kintner points out, were largely available only to viewers along the Eastern Seaboard, because of the limitation of transmission facilities. Television stations in other parts of the country, of necessity, covered the conventions through the use of films, if at all. By 1952, according to present engineering estimates, the television transmission picture will be vastly altered. There will be coast-to-coast television circuit either by coaxial cable or by microwave relays. There will be similar circuits along both coasts and probably one linking the major cities of the Middle West and of the South.

Agencies

"Ill-advised advertising can be a handicap and a costly experiment to you," MacRann Associates, Inc., tells its potential customers in its booklet, "How to Pick an Advertising Agency."

The unique service of the new firm, headed by Daniel G. MacMillan and Louis G. Shields at 57 Park Avenue, New York City, is designed to save advertiser time, expense and the trouble of combing the whole agency field before placing an account. Even more, it is set up to prevent the advertiser from placing his business with an agency which may not be one of those in the field best toolled for doing the specified job.

In addition, MacRann Associates offers three advantages keyed to get more from each advertising dollar, as well as more satisfactory agency service: (1) Unbiased recommendations on the agencies best equipped to handle a given account; (2) wider coverage of qualified agencies; (3) anonymity while looking over the agency field.

For these services a fee is charged based on a percentage of total advertising appropriation, and for a 12-month period only.

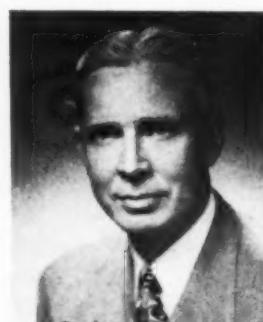
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MacRann Associates has been operating for about nine months, has served 12 accounts and has built a backlog of pertinent information on over 60 advertising agencies. Each new account, however, is serviced separately.

The firm has designed a 50-page questionnaire titled "The ABC's of Agency Service". This is filled out by the agency under consideration. With questions ranging from general facts to the most particularized details about the agency, a completed questionnaire gives MacRann Associates a clinical X-ray in the desired perspective, for a given client's specific problem.



Not tomorrow, but now. Let BSN help you do it!



FRANKLIN C. WHEELER has been promoted to executive vice-president, Brisacher, Van Norden & Staff.



CARROLL F. SULLIVAN is elected a vice-president of Ross Roy, Inc., the agency he joined one year ago.

K. S. SELLOGRAM

IN TOTAL RETAIL SALES, THE SALT LAKE WHOLESALE DISTRIBUTION AREA RANKS AMONG AMERICA'S TOP 13 CITIES.* GET YOUR FULL SHARE OF 853 MILLIONS IN SALES BY USING KSL — THE ONLY MEDIUM REACHING ALL OF THE MILLION BUYERS IN THIS MARKET.

KAY S. SELL

*1948 Sales Management Survey of Buying Power

TOTAL RETAIL SALES	CITY	RANK
Over \$1 billion	— New York (1), Chicago (2), Los Angeles (3), Detroit (4), Philadelphia (5), San Francisco (6), Cleveland (7), Baltimore (8), St. Louis (9), Boston (10)	
\$918,328,000	Milwaukee	11
904,435,000	Washington	12
852,882,000	KSL DAYTIME AREA	13
801,988,000	Pittsburgh	14

KSL's DAYTIME 50-100% BMB market coincides almost exactly with the Salt Lake Wholesale Distribution Area of a million buyers. In these 69 counties, KSL is actually listened-to most frequently—morning, afternoon, and evening — by more people than any other station or regional network.[†] Get details of Hooper's new Listening Area Coverage Index from Radio Sales.

†Hooper Listening Area Coverage Index, Spring, 1948.

50,000 WATTS • CLEAR CHANNEL • SALT LAKE CITY

Represented by RADIO SALES, Radio Stations Representative, CBS

AUGUST 1, 1948





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Represented by RADIO SALES, Radio Stations Representative, CBS

AUGUST 1, 1948



HIGH SPOT CITIES

Retail Sales and Services Forecast for August, 1948

Retail sales in the United States this August will come to \$11.1 billion, an increase of 15% above the figure recorded for August, 1947. This represents the maximum percentage of increase over last year which has been forecast so far this year, although it reflects in part a slight sales dip last August.

Readers will note that commencing with this issue we have added 22 cities and subtracted 8, and that henceforth we shall carry 227 cities regularly. The great majority of these are included because of the magnitude of their bank debits and retail sales, but a few relatively small ones are in the list so that every state may be represented.

The Great Lakes, Southwest and Mid-West regions are still enjoying above average sales gains. These trends, as well as the lagging sales performance of cities in the Far West, Middle Atlantic and New England regions, are based on actual experience in the first five months of 1948 and are, therefore, now fairly well established.

The leading cities, those with a city-national index for August, 1948 over August, 1947 substantially above average, are: Lubbock, Tex., 111.4; Houston, Tex., 111.3; Bakersfield, Calif., 110.5; Beaumont, Tex., 109.7; Amarillo, Tex., 108.5; Baton Rouge, La., 107.9; Kalamazoo, Mich., 107.9; Springfield, Ill., 107.6; South Bend, Ind., 107.4; Mobile, Ala., 107.1; Spartanburg, S. Car., 106.9; Detroit, Mich., 106.6; Kansas City, Mo., 106.6; Billings, Mont., 106.5; Muskegon, Mich., 106.2; Grand Rapids, Mich., 106.1.

★

Sales Management's Research Department with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. *Monthly* data which are used in the

measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar *annual* estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1948 vs. 1939." This figure ties back directly to the last official Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1948 over 1947," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1948 over 1947," relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more—than that of the Nation. All figures in this column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all

estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1947 which equals or exceeds the national change.

RETAIL SALES (S.M. Forecast for August 1948)

City	City	Nat'l	City		
			Index	Index	1948
			1948	1948	1948
			vs.	vs.	August
1939	1947	1947	1948	1948	1948
UNITED STATES	280.8	115.0	100.0	11,073.00	

Alabama

Birmingham	485.8	114.5	99.6	39.46
Gadsden	466.3	109.5	95.2	4.71
★ Mobile	526.4	123.2	107.1	13.16
Montgomery	455.0	114.1	99.2	11.42

Arizona

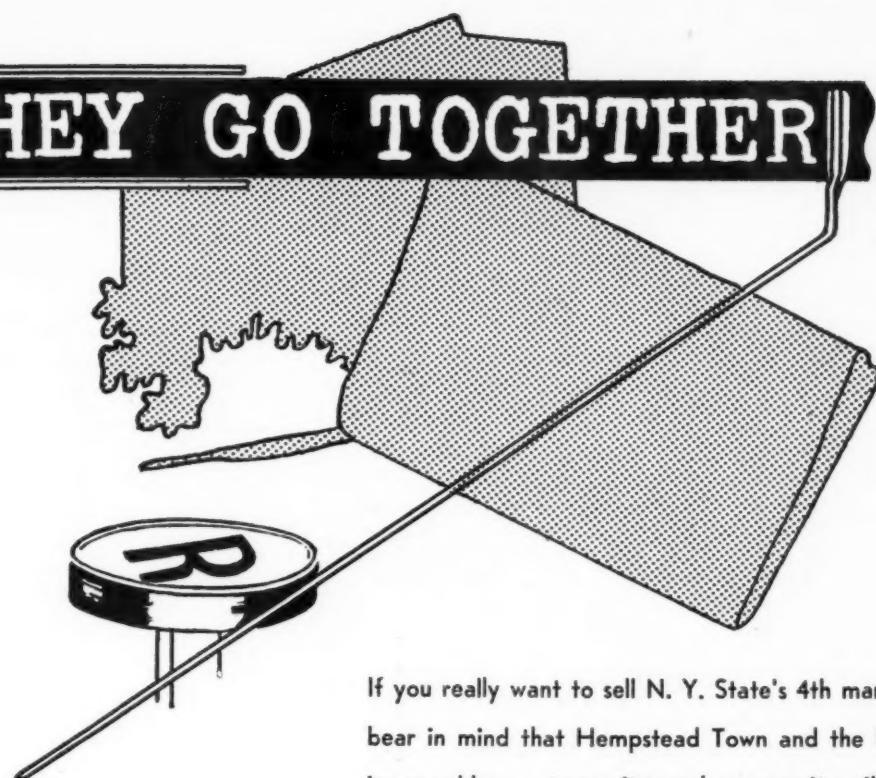
Phoenix	495.4	112.7	98.0	19.22
★ Tucson	447.1	120.1	104.4	8.54

Arkansas

Fort Smith	422.7	112.8	98.1	5.41
Little Rock	556.0	114.9	99.9	18.46

(Continued on page 108)

THEY GO TOGETHER



If you really want to sell N. Y. State's 4th market (and who doesn't!), just bear in mind that Hempstead Town and the Review-Star go together as inseparably as a typewriter and a typewriter ribbon.

Through the Review-Star alone, many thousands of Hempstead Town families get the news they live by . . . thorough coverage of local activities and events, plus AP and INS wire news, as well as features to suit every age, reading mood and timely need. Typical of the breadth and penetration with which the Review-Star canvasses reader interests are the addition of teen-age scribes to the regular news staff, to cover vacation doings and plans of local teensters . . . and the paper's own on-the-scene reporting, by typewriter and camera, of the national conventions of the two great parties.

It's this pinpoint attention to readers' interests that makes the Review-Star a great advertising buy . . . as successful Hempstead Town retailers will tell you.

Leading N. Y. State's High-Spot Cities is a habit with Hempstead Town. In August, twenty-seventh consecutive month in the lead, retail sales forecast is 237.4 above August 1939. Volume for August is \$32,360,000. And Hempstead Town leads N. Y. State's major markets (over 250,000 population) in retail sales gains August '48 over '47—with 17.9% increase.

Nassau Daily Review-Star

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Six days a week, 5c a copy • Executive Offices, Rockville Centre, N. Y.

Represented nationally by Lorenzen and Thompson, Inc.

New York • Chicago • St. Louis • San Francisco • Los Angeles

Detroit • Cincinnati • Kansas City • Atlanta

THEY GO TOGETHER

AUGUST 1, 1948

107

RETAIL SALES						
(S.M. Forecast for August 1948)						
City	City	Nat'l	Index	Index	Index	\$
1948	1948	1948	(Million)			
vs.	vs.	vs.				
1939	1947	1947	August			

Michigan

★ Battle Creek ..	383.3	120.8	105.0	7.59
★ Bay City	403.4	119.9	104.3	7.10
★ Detroit	413.1	122.6	106.6	222.97
★ Flint	327.1	117.9	102.5	19.04
★ Grand Rapids ..	397.0	122.0	106.1	24.85
★ Jackson	388.5	117.3	102.0	8.82
★ Kalamazoo	361.0	124.1	107.9	10.54
★ Lansing	384.1	120.8	105.0	14.52
★ Muskegon	442.4	122.1	106.2	8.45
★ Saginaw	264.6	119.9	104.3	7.70

Minnesota

★ Duluth	322.6	120.2	104.5	12.58
★ Minneapolis ..	336.4	119.8	104.2	73.47
★ St. Paul	330.3	118.0	102.6	44.92

Mississippi

★ Jackson	490.1	120.1	104.4	10.39
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Missouri

★ Kansas City ..	386.6	122.6	106.6	70.51
★ St. Joseph	395.3	121.1	105.3	9.29
★ St. Louis	353.2	116.2	101.0	101.38
Springfield	346.0	113.4	98.6	7.30

Montana

★ Billings	334.4	122.5	106.5	5.05
★ Butte	279.4	115.3	100.3	5.70
★ Great Falls ..	321.8	118.6	103.1	5.31

Nebraska

Lincoln	355.2	115.5	98.3	11.26
★ Omaha	352.4	115.5	100.4	30.13

Nevada

Reno	283.3	106.8	92.9	5.27
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New Hampshire

★ Manchester ...	280.6	115.2	100.2	7.66
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New Jersey

Atlantic City ..	251.9	104.2	90.6	9.12
Camden	285.5	112.1	97.5	11.42
Elizabeth	285.8	109.1	94.9	10.43
Jersey City-				
Hoboken	209.1	108.7	94.5	19.66
Newark	276.1	109.1	94.9	55.85
Passaic	305.8	113.7	98.9	8.44
Paterson	306.6	110.6	96.2	17.14
Trenton	278.5	110.5	96.1	14.76

New Mexico

Albuquerque ...	340.7	113.5	98.7	6.44
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New York

★ Albany	246.5	118.7	103.2	15.16
Binghamton	242.0	110.4	96.0	8.35
Buffalo	261.0	114.1	99.2	52.95
Elmira	238.5	106.1	92.3	5.20
★ Hempstead Township	337.4	117.9	102.5	32.36
★ Jamestown	259.4	118.8	103.3	4.41
New York	244.0	113.8	99.0	631.76
Niagara Falls	237.8	110.5	96.1	6.85
★ Rochester	253.5	116.5	101.3	34.93
Schenectady	246.6	114.4	99.5	8.95

RETAIL SALES						
(S.M. Forecast for August 1948)						
City	City	Nat'l	Index	Index	Index	\$
1948	1948	1948	(Million)			
vs.	vs.	vs.				
1939	1947	1947	August			

New York (Cont'd)

★ Syracuse	251.8	115.0	100.0	21.63
Troy	226.7	113.2	98.4	6.28
Utica	231.1	114.5	99.6	8.48

North Carolina

★ Asheville	393.3	115.1	100.1	8.22
Charlotte	407.5	112.5	97.8	15.73
Durham	369.8	103.5	90.0	7.47
★ Greensboro	438.5	120.6	104.9	9.91
★ Raleigh	423.7	120.6	104.9	8.77
★ Salisbury	410.0	115.3	100.3	3.69
Wilmington	361.3	104.2	90.6	4.30
Winston-Salem	387.3	110.5	96.1	9.18

North Dakota

★ Fargo	384.2	121.0	105.2	6.34
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Ohio

Akron	315.8	112.8	98.1	27.79
★ Canton	326.8	115.3	100.3	13.89
★ Cincinnati	319.1	119.8	104.2	59.60
★ Cleveland	309.6	116.4	101.2	105.55
★ Columbus	323.0	121.0	105.2	41.70
★ Dayton	321.9	116.6	101.4	27.81
★ Mansfield	317.2	121.6	105.7	5.52
★ Springfield	255.4	120.9	105.1	6.36
★ Toledo	318.0	121.0	105.2	33.93
★ Warren	311.9	119.5	103.9	5.49
★ Youngstown	321.2	121.4	105.6	20.78

Pennsylvania

★ Allentown	306.3	119.9	104.3	12.07
Altoona	254.4	107.2	93.2	6.59
Bethlehem	276.7	111.7	97.1	4.87
Chester	334.7	113.3	98.5	7.13
★ Erie	302.0	117.8	102.4	11.84
★ Harrisburg	295.1	116.3	101.1	12.04
★ Johnstown	308.9	119.4	103.8	8.99
Lancaster	275.8	109.6	95.3	7.97
Philadelphia	294.8	114.1	99.2	183.26
★ Pittsburgh	283.1	118.0	102.6	77.44
Reading	286.7	113.8	99.0	12.73
Scranton	254.7	110.9	96.4	11.64
★ Wilkes-Barre	294.0	118.0	102.6	9.88
York	269.4	112.4	97.7	6.52

Rhode Island

Providence	271.7	107.0	93.0	29.05
★ Woonsocket	296.8	117.2	101.9	4.63

South Carolina

Charleston	383.9	107.0	93.0	9.06
Columbia	378.4	112.0	97.4	10.18
★ Greenville	399.1	116.3	101.1	8.46
★ Spartanburg	498.7	122.9	106.9	7.53

South Dakota

★ Aberdeen	420.8	121.7	105.8	3.24
★ Sioux Falls	431.2	120.5	104.8	8.15
(Continued on page 110)				

IMPORTANT

COVERAGE OF A MARKET WORTH SELLING



When countless people write, as did Mrs. D. G., "The Times is . . . the only paper I don't ever want to miss . . ." you know the county's only hometown daily is its most important influence!

THE "STATE WITHIN A STATE"

BRING OUT THE DRUM AND BUGLE CORPS

Your sales prospects in "THE STATE WITHIN A STATE" deserve a loud fanfare . . . A population of 490,013** with a gross income of \$407,840,000* follow the advertisements in the ASHEVILLE CITIZEN-TIMES . . . the hometown newspaper with a combined circulation of 51,115.***

For Route Lists, Trade Information, Surveys and Market Date, Write, Wire or Call:

ROY PHIL

BETHLEHEM SPENT OVER \$21 MILLION in foods and drugs during '47!

This sales figure, from Sales Management, points up Bethlehem's importance in Pennsylvania's third largest market—the Bethlehem-Allentown market.

Here's a busy, prosperous, growing market that you can't afford to overlook . . . and a market that you can't cover without the Bethlehem Globe-Times—because only the Globe-Times covers Bethlehem. Proof: Allentown merchants ran over one million lines of advertising in the Bethlehem Globe-Times during 1947!

THE BETHLEHEM GLOBE-TIMES

Roland L. Adams, mgr.
Represented nationally by De Lisser, Inc.

SALISBURY NORTH CAROLINA

16th In Population Ranks

1st In Per Capita

RETAIL SALES

New "Brand Preference Survey" in Making. Mailed When Ready.

RESERVE YOUR COPY NOW!

POST

Evening and Sunday Morning
SALISBURY, N. C.

WARD-GRIFFITH CO.,
Representatives

HIGH SPOT CITIES

(Continued from page 109)

RETAIL SALES (S.M. Forecast for August 1948)

City	City	City	Index	Index	Index	\$
1948	1948	1948	1948	1948	1948	(Million)
vs.	vs.	vs.	vs.	vs.	vs.	August
1939	1947	1947	1939	1947	1948	

Tennessee

Chattanooga	358.9	113.4	98.6	16.26
Knoxville	380.1	105.6	91.8	16.23
★ Memphis	378.3	117.2	101.9	41.58
Nashville	359.4	113.2	98.4	23.43

Texas

★ Amarillo	393.5	124.8	108.5	8.42
★ Austin	378.7	124.8	108.5	12.27
★ Beaumont	385.3	126.2	109.7	9.44
★ Corpus Christi	391.1	119.9	104.3	10.13
★ Dallas	446.4	120.9	105.1	62.58
★ El Paso	365.0	119.3	103.7	11.57
★ Fort Worth	424.8	115.8	100.7	32.03
★ Galveston	353.2	118.2	102.8	7.10
★ Houston	443.2	128.0	111.3	69.72
★ Lubbock	396.5	128.1	111.4	6.78
San Antonio	339.9	111.6	97.0	28.38
Waco	346.5	112.2	97.6	6.93
★ Wichita Falls	368.6	121.0	105.2	7.04

Utah

Ogden	367.7	106.3	92.4	5.81
Salt Lake City	336.6	114.7	99.7	20.70

Vermont

Burlington	321.2	110.2	95.8	4.40
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Virginia

★ Lynchburg	323.7	115.6	100.5	5.60
Newport News	349.7	114.0	99.1	5.35
★ Norfolk	372.5	116.6	101.4	19.22
Portsmouth	408.2	111.8	97.2	5.47
Richmond	345.4	106.7	92.8	30.33
★ Roanoke	379.9	116.4	101.2	11.17

Washington

Seattle	428.2	114.7	99.7	72.41
Spokane	382.9	111.2	96.7	20.37
Tacoma	403.1	111.3	96.8	18.02
Yakima	354.6	101.1	87.9	6.56

West Virginia

Charleston	308.7	114.0	99.1	10.96
★ Huntington	299.6	118.2	102.8	7.58
Wheeling	300.4	114.3	99.4	7.78

Wisconsin

★ Appleton	362.3	121.3	105.5	4.71
Green Bay	355.1	118.4	103.0	7.60
★ Madison	354.0	118.8	103.3	12.71
Milwaukee	377.5	117.4	102.1	88.23
★ Racine	358.7	119.4	103.8	7.82
Sheboygan	325.0	111.2	96.7	4.81
Superior	311.8	108.9	94.7	3.71

Wyoming

★ Cheyenne	318.8	116.6	101.4	3.57
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99.7% Sales-Perfect

It's an ad-manager's Eden! Just one newspaper, the Woonsocket Call, clear-channels your sales story to 99.7% of this busy industrial center!

With net buying income per family at \$4,814, food sales 59.4% and drug sales 48.7% above the nation's average (Source: S.M. Survey)—well, don't you think your product should get along famously here?

WOONSOCKET



Call

Covering Rhode Island's PLUS MARKET

Representatives:
Gilman, Nicoll & Ruthman

QUALITY

Quality in Marketing Research comes from adequate, competent personnel to plan the project,

Specifically qualified, highly trained, widely experienced field personnel to execute the assignment,

Highly specialized statistical analysts to develop the statistical tables from data.

Finally, practical marketing specialists are needed to write the interpretative report.

National Analysts, Inc.

A Complete Marketing and Research Organization—National Coverage.

WASHINGTON PHILADELPHIA SAN FRANCISCO

**EXECUTIVE OFFICE
1425 CHESTNUT ST., PHILADELPHIA 2, PA.**

SALES MANAGEMENT

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"C-L-O-S-E" MAKES THE SALESMAN

BY LEON EPSTEIN

Newest booklet in the SELLING SIMPLIFIED Series. Available soon for quantity purchases. SAMPLE COPY FREE to executives writing on company letterhead.

Sales Research Institute, 103 Park Ave., N. Y. C.

••• SO MUCH IN ADDED SALES FOR SO LITTLE EXTRA COST

Boost your sales with permanent, individual, ALL-PLASTIC price markers. Price and identify the product with the brand name. INTERCHANGEABLE numbers make possible any price combination. ALL-PLASTIC frame unaffected by time or usage. Sample, prices, sent upon written request.

KOVEE PLASTIC CO.

3753 N. Marshfield Ave. Chicago 13, Ill.

WQXR

1948

market

survey

Your key to more than 500,000 bet- ter-than-average income New York families and the brands they prefer.

Covers consumer brand preferences among 21 grocery, drug, and household products.

Send for your copy today.

WQXR and WQXR-FM

Radio Stations of The New York Times
730 Fifth Avenue, New York 19, N.Y.

DON'T
FORGET

America's
most Amazing
COMMUNITY
Davenport, Iowa

Write:

Davenport Newspapers for
Complete Information.

COMMENT

STUDY YOUR ENEMY: INFLATION!

THE editors of *SALES MANAGEMENT* suggest that you write to the School of Business Administration, University of Michigan, Ann Arbor, for a copy of "The Major Problem of Inflation," the address given by Ralph E. Flanders, Senator from Vermont, and president of Jones & Lamson Machine Co., at the school's annual alumni conference.

It's one of the best statements on the subject we have seen. It shows how business, labor and Government—all three—share in the problem, tells what each can do, if it will, to put the brakes on inflation.

Senator Flanders is pleading for business and labor to recognize the greater wisdom of acting in terms of long-range self interest rather than short-range self interest. He admits it's a hard way, but the only way. He says:

"It involves first the understanding of the simple truth that we consume and enjoy only what we produce, and that there is no use trying to raise the standard of living by raising wages and profits if, in the process, we do not produce more. The second thing which must be deeply graven on our consciousness is that, under full employment, decisions of important groups of labor and industry as to wages, prices, and profits are no longer private matters. They are public matters and must be determined in the public interest.

"In reality this public interest serves the private interest as well. There is no private interest of those engaged in the physical production and distribution of goods and services which is served by an unrestrained inflation. The only group which makes money under those conditions are the scavengers and vultures of the social order who fatten on the distresses of the productive elements of society."

FOR Government's part in arresting inflation, Senator Flanders suggests action in the direction of economy and budget-balancing so far as they may be practical in view of the present international situation, and so far as they may be achieved without excessive taxation. He thinks Government borrowing is a major inflation factor.

For Business' contribution, he suggests "that those industries producing and distributing goods which enter importantly into the cost of living, and which are in a financial position to do so, refrain from further price rises. It would be better to take a little chance on reducing prices and slowing up additions to depreciation and replacement, with the reasonable hope that such actions will make a real contribution toward reducing the necessity for such added funds."

And for Labor: "Further wage demands, particularly on the part of those already in the upper wage income groups, should be withdrawn. It must be clear to the leadership and it must become clear to the rank and file that only temporary benefits can be derived from pressing these further demands at this time. There is no possibility of permanently increasing anything except money wages. There is no possibility by this means of increasing the amount of things which may be bought

with that money except as these higher paid wage earners . . . get benefits which are taken away from the lower earning groups left behind in wage increases."

The Senator concludes: "We can come through successfully if we all have a clear picture of the nature of our central problem and are willing to look at it from the standpoint of long-range self-interests as distinguished from short-range self-interests. To so view it is a brave undertaking. . . . If our society is to survive, we must solve this critical problem of avoiding destructive inflation while maintaining continuing high employment."

IT CAN'T BE DONE, EH?

IN 1903 famed scientific and technical experts said man could not fly. So the Wright Brothers went ahead and flew.

Doctors told Glenn Cunningham—a Kansas boy with badly burned legs—that he could never run. So he became the world's greatest miler of the 1930's.

Giant business brains said in 1945 we could not avoid national depression. But we've avoided it.

You can compile your own list of examples. The sales field is full of them. It should do you and your men good to review some of them on blue Mondays.

For instance, turn to Page 37 for the story of "Stopette" and Sales Manager Bill Wright in case you missed it—though we doubt if you did, in view of the cheesecake photograph. (Rest assured, gentlemen, the luscious lady is NOT combatting *GI pediculus vestimenti*.)

Sales Manager Wright had a new deodorant to introduce. It was in a novel flexible spray container. It had to sell at more than a dollar. And it was July, 1947.

Merchandise experts told him it was too late in the summer. The product was too high priced. People wouldn't like it. Business was too slow. And so on and so on and so on. They told him over and over that he couldn't break into the market with "Stopette" in 1947.

So Bill Wright went right ahead and did it. He sold "Stopette" in the summer. He sold it in the winter. He sold it North, South, East and West. He sold only about 1,000,000 bottles the first year! But it took a battle.

His story is stimulating. It should do things to people. Especially it should do things to salesmen who listen to croakers . . . salesmen who don't like to sweat on the job, mentally and physically . . . salesmen who don't know the joy of combat.

After you have read that story, you'll feel glad you live in a nation of free men . . . and "free enterprise" if you will. You'll realize all over again the power of *selling* in our economy. Salesmanship in action is a mighty weapon against economic ills the croakers fear.

Who is there to say: "We cannot avoid depression; it can't be done"?

Look at these figures...

On the top two (listener-wise) stations in Louisville

Approximate gross effective buying income within 5 mv/m contour

WHAS **Station B**
\$4,911,325,000* **\$1,113,644,000**

Cost of 1-minute daytime announcement. (One-time daytime rate from June 1968 Ratings.)

\$37.50 **\$20.00**

*Not included in this figure, though within the WHAS 5 mv/m contours, are the Cincinnati and Indianapolis metropolitan areas in which WHAS claims no appreciable listening population. Figures are from Sales Department, Survey of Buying Power (Copy 1968). Further reproduction not licensed.

WHAS GIVES YOU MORE FOR YOUR MONEY!

Buying income reached per \$1 spent for radio time:

WHAS — \$130,968,666

STATION B — \$55,682,200

It just makes sense, doesn't it, to spend your advertising dollar where you get the most in return. And in Kentuckiana the station that gives you the most for your money — the only station that reaches and sells all of Kentuckiana — is WHAS. Better check availabilities with your Petry man.

50,000 WATTS ★ 1-A CLEAR CHANNEL ★ 840 KILOCYCLES

*The only radio station serving and selling
all of the rich Kentuckiana Market*

Victor A. Sholis, Director

J. Mac Wynn, Sales Director

REPRESENTED NATIONALLY BY EDWARD PETRY AND COMPANY



Reaching MORE for LESS

Buying income reached per \$1 spent for radio time (based on 1-minute daytime announcement)

WHAS . . \$130,968,666

STATION B \$55,682,200

Ask Petry for PROOF

In Chicago there's an easier way...with results the same day

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to reach Chicago women
do as retailers do-
use the Chicago Tribune

Department stores invest more of their promotion budgets in the Tribune than in all other Chicago papers combined. To get greater returns from your advertising in Chicago, build your plans around the Chicago Tribune. Rates per line per 100,000 circulation are among the lowest in America.

